

Austria	86,000	Indonesia	87,100	Pakistan	88,000
Bahrain	86,000	Iraq	87,100	Pakistan	88,000
Bulgaria	86,000	Japan	87,100	Pakistan	88,000
Cyprus	87,000	Italy	87,200	Portugal	87,700
Czech	87,000	Jordan	87,100	Qatar	87,800
Denmark	87,000	Kuwait	87,200	Spain	87,900
Egypt	87,000	Kuwait	87,300	Sri Lanka	88,100
Finland	87,000	Lithuania	87,400	Sweden	88,200
France	87,000	Luxembourg	87,500	Tunisia	88,300
Germany	87,000	Macedonia	87,600	Ukraine	88,400
Greece	87,000	Morocco	87,700	United Arab Emirates	88,500
Hungary	87,000	Niger	87,800	Venezuela	88,600
Iceland	87,000	Nigeria	87,900	Yemen	88,700
India	87,000	Norway	88,000	Turkey	88,800
Iran	87,000	Qatar	88,100	UAE	88,900

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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

Wednesday December 4 1991

Colombia
The poppy triangle grows

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D 8523A

World News

Business Summary

Last of the US hostages expected to go free today

Terry Anderson, the longest-held hostage in Lebanon, will be freed today, a US fundamentalist source said soon after another American, Alain Stein, was freed in Beirut following 1,773 days in captivity. Freedom for Anderson would begin the final chapter in the seven-year hostage drama. Two German aid workers are still held. Page 18

Kohl minister quits

The scandals surrounding Germany's espionage agencies claimed their most eminent victim with the resignation of Lutz Stavenhagen, Chancellor Helmut Kohl's minister directly responsible for the security services. Page 3

Sterling's future.



In a decade's time, the British will wake up to the fact that any importance of sterling will have evaporated. Either the £ will be equal in importance to the dollar; or, even worse for the British, the D-Mark will have become by far the dominant currency in Europe." In today's FT, former West German Chancellor Helmut Schmidt gives his personal view of the tough questions waiting at Maastricht. Page 17

Vance in Osijek

United Nations envoy Cyrus Vance toured the Croatian frontline town of Osijek and said he saw evidence of ceasefire violations by the Yugoslav army. Page 2

Neo-Nazis raided

German police seized weapons in more than 100 raids on the homes of neo-Nazis in 22 cities. It was part of a crackdown on violence against foreigners. Page 18

Japan backs UN role

Japan's lower house of parliament passed a bill that would authorise the first dispatch of ground troops abroad since the Second World War. They would serve in UN-sanctioned actions. Page 5

Moscow talks date

The US and the Soviet Union sought to maintain the pace of the Middle East peace process by announcing that the third stage of negotiations would open in Moscow at the end of January. Page 4

Europe fights crime

The EC is to set up a European police organisation, called Europol, to exchange information on drug trafficking and cross-border crime. Page 3

Boutros Ghali appointed

Egypt's deputy premier Boutros Boutros Ghali was formally appointed by the UN General Assembly to be secretary-general for a five-year term beginning in January. Page 4

Togo premier seized

Togo's prime minister Joseph Konfouga was captured in a bloody attack on his residence by renegade soldiers. Page 4

Magistrates strike

Italian magistrates staged a one-day strike to protest at what they see as political interference by President Francesco Cossiga. Page 2

Khmer Rouge pledge

Khmer Rouge leader Khieu Samphan, who was attacked by an angry mob and thrown out of Phnom Penh last week, is to return to the Cambodian capital. Page 5

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US-Israel ties hold the key to Middle East peace process

It has taken even less time than pessimists feared for the Middle East peace process to suffer its first stumble, and the obstacle proved to be the relationship between the Israel of prime minister Yitzhak Shamir and the US. Page 4

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MARKETS

STERLING

New York luncheon: \$1.772

London: \$1,7715 (1.7765)

DM2,8575 (same)

FFr 7,765 (9.77)

SF2,9275 (2.53)

Y229.25 (230.75)

E index 90.5 (90.6)

Unicem 40

UNICHEM 36.9

S267.95 (same)

SEA OIL (Argus)

Brent 15-day Jan

\$19.425 (19.925)

Chief price changes yesterday: Page 19

DOLLAR

New York luncheon:

DM1.814

FFr 5,519

SFr 1,42835

Y129.57

London:

DM1,6135 (1.609)

FFr 5,125 (5.50)

SFr 1,4275 (1.424)

Y129.45 (129.95)

\$368.5 (369.9)

London:

DM1.814 (1.814)

US luncheon rates

Fed Funds: 4½%

3-mo Treasury Bills:

4.472%

Long Bond:

100½

yield: 7.912%

STOCK INDICES

FT-SE 100: 2,420.2 (+5.3)

FT-A All-Shares:

1,165.18 (+0.1%)

FT-SE Eurotrack 100:

1,065.25 (+8.27)

New York luncheon:

DJ Ind. Av.:

2,933.59 (-1.79)

S&P Comp:

381.16 (-0.24)

Tokyo Nikkei:

22,166.83 (+174.54)

LONDON MONEY

3-month Interbank:

10½% (10½%)

Long Bond:

100½

Life long gilt future:

Dec 94½ (95½)

Republics told disintegration of union could bring international catastrophe

Gorbachev warns of 'tragic danger'

By John Lloyd in Moscow and Chrystia Freeland in Kiev

MR Mikhail Gorbachev, the Soviet president, last night appealed to the Soviet people to uphold the union or risk the "most tragic of impending dangers". War, hunger and even nuclear exchanges could follow if the union was disintegrated, Mr Gorbachev warned.

His appeal follows an overwhelming vote for independence by Ukraine, the second-largest republic, on Sunday.

Disintegration is fraught with the danger of ethnic, inter-republican clashes and "war", Mr Gorbachev said, in an appeal sent to the deputies of the 12 Soviet republics. This could be a catastrophe for the entire international community and would dash all the achievements resulting from our new thinking". The republics are due to consider whether or not to sign a new union treaty - so far agreed in principle by the leadership of only seven.

the weekly Literaturnaya Gazeta, that "a new coup may now be in preparation - possibly within the military industrial circles, or in the banned Communist Party structures. His spokesman, Mr Andrei Grachev, said yesterday that the army now risked being drawn into becoming "the instrument of unconstitutional political forces which may be revived" - a clear reference to the Communist Party.

Through this is the Soviet President's most charged and doomsday warning yet, in which he refers to "crisis of statehood". It appeared to have been made on the far side of the last ditch. The Ukraine's 80 per cent vote for independence has buoyed a leadership which contemptuously dismisses any notion of union on Mr Gorbachev's terms. The republic is now achieving or expecting to achieve recognition from major world states.

Mr Leonid Kravchuk, in a telephone conversation with Mr George Bush, the US president yesterday - shown on Ukrainian television - said he expected the US to recognise the country soon.

He also said that Mr Boris Yeltsin, the Russian president, would officially recognise the republics when the final results of the referendum on independence are known tomorrow - and that there is no alternative to separating recognition of republics.

Leaders of the three Slav republics of Russia, Belarus and Ukraine are to meet in the Belorussian capital of Minsk on Saturday to discuss the Ukrainian proposal for a loose confederation of the three states - bypassing the proposed renewed union treaty, according to Mr Anatoly Zienko, the Ukrainian foreign minister.

and the US envoy, Mr Thomas Niles, being followed at the end of the month by Mr James Baker, US Secretary of State, who will then go on to Moscow.

Romania has joined other central European states in recognising Ukraine - while Hungary has said it will open direct diplomatic relations with Russia. The Indian minister of state for external affairs, Mr Eduardo Paes, was reported by the official news agency Tass as saying his country would establish direct relations with former Soviet republics.

Underlining the collapse in union structures, Mr Yeltsin, with 14 other Russian deputies, has resigned his mandate as a USSR peoples' deputy. According to Tass, many of those resigning explained their decision by saying it was "impossible to fulfil a deputy's responsibilities".

Debt crisis deepens at Maxwell companies

By Robert Peston and Raymond Snoddy in London

PRIVATE companies owned by the Maxwell family must come up with more than £200m (\$355m) by the end of the week or they will be put into administration, a UK insolvency procedure, bankers said yesterday.

EUROPEAN NEWS

Dutch presidency rules out vote before end of year on 48-hour week and Sunday day of rest

EC working time directive shelved

By Andrew Hill in Brussels

THE controversial EC working time directive was yesterday consigned to legislative limbo by social affairs ministers, at least until their next meeting in the New Year, and possibly until 1993.

The Dutch presidency of the EC began yesterday's meeting by announcing there would be no vote on the measure, which would restrict employees to a 48-hour maximum working week, and enshrine Sunday as the day of rest "in principle". A number of ministers - led

by Mr Michael Howard, the British employment secretary - unearthed their old objections to the directive: objections which the Dutch have tried to bury in a series of working groups and bilateral ministerial meetings over the last three weeks.

However, Mr Howard also appeared more conciliatory on the principle of the directive than he has done before. He said: "The task now is to ensure that the text does not impose crippling costs and

inflexibilities, particularly by way of provisions on the 48 hour week." That is the first time he has appeared ready to accept the directive albeit in different form.

The debate - the first on this measure at ministerial level - was also characterised by another clash between Mr Howard and Ms Vassos Papandreou, the EC social affairs commissioner, who castigated him for ignoring the views of trade unions on working time. Mr Howard said afterwards:

"It's clear that we are some considerable way from a position in which sufficient agreement can be reached to enable a vote to be taken."

The deferral could hold up serious discussion of the measure until 1993.

The Dutch - acutely aware of British sensitivities on social policy ahead of next week's summit - yesterday ruled out another ministerial meeting before the end of the year.

Had ministers rallied against Britain, Mr Howard could have

been overruled because the directive has been tabled as a health and safety measure, which requires only a qualified majority in order to be approved.

That is one of Britain's principal objections to the directive. Mr Howard suggested yesterday that the directive could be altered to include a clause obliging employers to carry out an assessment of the health and safety of workers who they believed were at risk from working excessive hours.



Ukraine's premier, Mr Vitold Fokin, at a meeting in Moscow yesterday on the Soviet economy.

Finance ministers confirm Emu accords

By David Buchanan in Brussels

EC finance ministers yesterday agreed a series of political understandings on provisions in the monetary union portion of the proposed Maastricht treaty.

Some accords were foreshadowed in the talks which finance ministers have been holding since Saturday night, but they were yesterday confirmed.

Mr Wim Kok, the Dutch finance minister presiding over the negotiation, hopes to greatly reduce the number of outstanding issues that have to be settled by EC leaders next week.

This week's agreements cover:

- The European Monetary Institute, the body which will co-ordinate national monetary policies during the run-up to Emu.

The EMI's board will consist of the Twelve's national central bank governors, who will appoint one of their number to

be vice-president. The EMI's president will be nominated by the governors but appointed by EC heads of government, for a three-year term.

This represents a compromise between France, which wants the EMI to be more than just the present central bank governors' committee by another name, and Germany which wants minimum institutional change during the transition to Emu.

Any state can, during the transitional phase, give the EMI some or all of its foreign reserves to manage, but Mr Theo Waigel got an assurance that the EMI would only operate in the market in close consultation with national central banks.

- The European Central Bank, which would have two boards: a governing board of countries participating in Emu, and a general board with all 12 EC states represented.

- Disciplinary sanctions



against Emu-participating countries which run excessive deficits. The list of sanctions is more or less agreed, covering a spectrum starting with public warnings and cautions in borrowing prospectuses of overspending states, through to loss of loans from the European Investment Bank and a requirement for non-interesting bearing deposits with the EC, or straight fines.

- At UK insistence, the Twelve will get a slight breathing space in making their national central banks independent of their governments. The process will now have at least until 1997.

- Ecu note design. At UK insistence, the European Central Bank "shall respect as far as possible existing practices regarding the issuing and design of bank notes".

THE UK may be having trouble with its European partners over let-out clauses on monetary union, escape clauses on a common foreign policy and "we don't want a bit of it" clauses on social policy. But the donkey clause is in the bag.

If those mugs and misounds sound faintly federalist this morning, it is because of yesterday's signal British victory in getting animal welfare appended to the political union treaty the 12 are supposed to agree at Maastricht next week.

The donkey clause, as it instantly became known, will insist that the EC and its member states should ensure that common policies on agriculture, transport, research and the internal market take the well-being of animals into account.

National festivals will be covered by this new dispensation, British officials coyly revealed, in a way which could have deleterious effects on some forms of competition. Certain British newspapers, for instance, will no longer have reason to organise competing posses to rescue Spanish donkeys.

Though some Mediterranean countries objected to this British desire to get the EC to intrude into the "nooks and crannies of [their] national life" - and the magic word "subsidiarity" was mentioned - it was eventually agreed that animals, too, had to have a stake in political union, to help counterbalance the rigorous effects of a single currency.

It was not clear yesterday whether the new Negative Assent Procedure being considered for the European parliament would also be applicable to animals, but constitutional experts said that probably a grant would do.

Eurocrats get down to the donkey work

By David Gardner in Brussels

THE UK may be having trouble with its European partners over let-out clauses on monetary union, escape clauses on a common foreign policy and "we don't want a bit of it" clauses on social policy. But the donkey clause is in the bag.

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National festivals will be covered by this new dispensation, British officials coyly

American businesses fear social legislation

By David Goodhart, Labour Editor

GOVERNMENT and business in the US are being complacent about the effects of the EC's social dimension on American business in Europe, according to a group run by Mr Bill Brock, the former US trade representative.

The Brock Group report says that while some aspects of EC-wide social legislation are inevitable, and even welcome, American businesses in Europe "view with concern" new legislative proposals in key areas, particularly worker participation, organisation of working time, and part-time work.

The report also expresses the anxiety that measures granted to employees in Europe - such as works councils for consultation - may be difficult to resist at home. Further, the EC Social Charter may emerge as the model for a North American Social Charter in the negotiations over a North American Free Trade Agreement.

Though the report believes that an over-regulated Europe will become a less attractive location for investment. Already, it states, many European countries are accustomed to more regulated employment and labour relations and the US, with more comprehensive social benefits.

The group also fears that some aspects of EC social legislation may conflict with US law. The information which it is proposed should be available to employee representatives on works councils could cause problems for US companies bound by the Securities and Exchange Commission regulations on disclosure of business information.

Four paragraphs speak volumes for US-Soviet policy

By Lionel Barber in Washington

THEIR WAS no official announcement, no ringing declaration, no historic payment of tribute; but this week marked the start of a new US policy toward the former Soviet Union and the end of President George Bush's long and largely fruitful relationship with President Mikhail Gorbachev.

If there was a clue to the shift in Washington's position, it came during the regular morning White House briefing on Monday, shortly after the news that Ukrainians had voted by a nine-to-one majority in favour of independence.

The White House welcomed the free and fair vote as a "striking testimony to the will for liberty" and announced that Mr James Baker, US secretary of state, would visit Ukraine later this month.

Among several issues, Mr Baker would discuss the future of nuclear weapons on Ukrainian soil.

President Gorbachev and his hopes of preserving some form of economic union merited a single sentence in the four paragraph statement.

During his visit, Mr Baker will hold talks with Mr Gorbachev in Moscow, but the new focus of US policy will be on the relationship between the republics as independent power centres - not, as in the past, the relationship between the republics and the central authorities in Moscow.

The critical relationship is between Russia and Ukraine, both nuclear powers. The administration still believes that its influence to shape future events is marginal, but by using diplomatic pressure and, perhaps, holding out the prospect of a quid pro quo.

In fact, nothing much needs to be said or done in Washington, because the shift in power is taking place with accelerating speed in Moscow. The Ukraine vote and Russia's assumption of the Soviet proxy removed any lingering doubts about the dissolution of the centre, said one US official.

However, the disintegration of the central authority and the union still poses tricky questions for the US. For example, what will become of the Soviet permanent seat at the UN Security Council?

Yugoslav army lifts blockade of some ports

By Laura Silber in Belgrade

MR Cyrus Vance, the UN special envoy, yesterday visited Osijek, besieged capital of eastern Croatia, as the federal army lifted its blockades of some Croatian ports.

Tanjav, the Yugoslav news agency, said the army had lifted all blockades, except for Dubrovnik, the medieval port under siege for 68 days.

The army's lifting of the naval blockades, Croatia's lifting of its blockades on federal army barracks in the republic, and the army's withdrawal from Croatia, are the main elements to the latest ceasefire, the 14th, but the first to be brokered by the UN.

However, the continuing fighting between Croats and the army and Serb paramilitary units could jeopardise attempts by the UN to send a peace-keeping force to Croatia.

Croatian radio yesterday

reported overnight attacks on Ljivevi Stešani, a village 18 miles south of Zagreb, the Croatian capital. It said Serb fighters shelled Podravsko Stolac, near Croatia's border with Hungary.

Mr Vance's visit to Osijek, which had a peace-time population of 150,000, of which two-thirds are Serb, is intended as a warning to the Serb-dominated army that the international community will not allow Osijek to share the fate of Vukovar, 20 miles to south, which was destroyed by the army and Serb paramilitaries.

Mr Branko Kostic, the vice-president of the rump (Serb-controlled) federal presidency, said yesterday practically all territories where Serbs live in the majority had been liberated, and they did not intend to take Croatian cities like Osijek and Vinkovci.

Magistrates strike in protest at Cossiga

By Robert Graham in Rome

ITALIAN magistrates yesterday staged a one-day strike to protest at what they see as political interference by President Francesco Cossiga.

It was the first time the judiciary had organised a strike against an Italian head of state and the stoppage came despite an appeal to all the country's 6,800 magistrates. Only emergency services operated in a limited number of courts.

The magistrates announced their intention to strike after a row over President Cossiga's role as the nation's chief judicial magistrate. Mr Cossiga had

sought to use his powers as head of the superior magistrates' council (CSM) to determine the timing and agenda of their meetings.

Mr Cossiga has claimed that young leftist magistrates have carried out politically-motivated investigations.

■ Italy's annual inflation rate edged up to 6.2 per cent in November after falling in four consecutive months from a high of 6.9 per cent in June. The government has predicted it will end the year with an annual rate of 6.2 per cent.

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Brussels backs TNT courier joint venture

THE European Commission yesterday confirmed its approval of a joint venture between TNT, the Australia-based transportation company, and GD Net, representing the national post offices of Sweden, Germany, France, the Netherlands and Canada. AP reports from Brussels.

The Commission said initially it was concerned that the venture to form an international courier and express-parcel business could have led to a dominant position in the Community. But it cleared the agreement after the parties agreed to amendments.

The venture will be the third biggest international express business in the world and the second largest in the EC.

The Commission said it was concerned that the venture could benefit from privileges given only to postal administrations, which would give it a competitive advantage.

But it said amendments to the agreement meant the venture would compete on an equal footing.

The Commission's main worry was the five-year exclusive access for the joint ven-

ture company to all postal outlets of the five post offices. That "would have provided the company with access to a commercially attractive group of customers... which would become available to other private operators only by establishing a separate network," it said.

The companies agreed to reduce the period to two years following the transfer of the post offices' international express operations to the joint venture. They also agreed the scope of the exclusivity would cover only outlets currently providing international express operations, the Commission said.

To help maintain fair competition, the post offices agreed that subcontracted services such as pick-up, delivery and sales would be available to competitors on the same terms as the joint venture.

The Commission also said the parties agreed that the joint venture would not benefit from legal privileges granted to postal administrations, including VAT and customs exemptions and special provisions for air and road operations.

NEC delays computer factory in Germany

By Christopher Parkes
in Bonn

PLANS by NEC, the Japanese electronics and communications group, to build a European personal computer factory in Germany have been delayed because of marketing mistakes and poor market conditions, the company said yesterday.

Although the favoured location was still München-Garching in Bavaria, a decision on when to build would not now be made before spring 1993, according to Mr Gekai Wald, vice-president of NEC Deutschland.

The go-ahead for a plant employing up to 500 people had been expected next year. The company, the leading PC-maker in Japan, had not yet achieved its initial aim of building its continental market bridge-head in Germany.

Machines introduced last spring were too expensive, the trade had been reluctant to take them up, and NEC had underestimated the existing competition, Mr Wald said.

Average German market prices for PCs had fallen 40 per cent this year, he claimed.

NEC, meanwhile, had sold fewer than half its annual target of about 40,000 computers, currently manufactured in Hong Kong and Japan.

Price reductions and company reorganisation in August had produced a sharp increase in orders, and resulted lately in delivery problems.

Monthly sales had risen to between 2,000 and 3,000 machines, and were expected to double in 1992.

Even so, NEC Deutschland expected only a modest increase in turnover in the current 1991/92 financial year, Mr Wald added. Around two-thirds of total 1990/91 sales of DM801m (£281m) compared with DM752m for the previous year, came from printers and monitors.

Market development plans include the introduction next spring of new products, among them lap-top and note-book computers, followed in 1993 by mobile telephones.

• BASF Magnetics, a leading recording tape-maker, and a subsidiary of the BASF chemicals group, is to reduce its German workforce next year by 950. One of its three German factories will close.

The company, which employs 3,600, and also manufactures in France, the US and Indonesia, expects a loss during the current year of at least DM100m on sales of DM1.5bn.

Bonn spy scandals claim top victim

By Quentin Peel in Bonn

THE rumbling scandals surrounding Germany's espionage agencies yesterday claimed their most eminent victim, with the resignation of Mr Lutz Stavenhagen, Chancellor Helmut Kohl's minister directly responsible for the security services.

His demise immediately sparked opposition calls for Mr Gerhard Stoltenberg, the defence minister, to resign for his part in secret deliveries of former East German arms and equipment to Israel.

Last night the government was trying to control any knock-on effect from the scandals, which have been exposed in the chaos and confusion following Germany's unification, and the publication of quantities of files from the former East German secret service.

The accusations against both Mr Stavenhagen, hitherto a rising star in the government, and Mr Stoltenberg, one of the most senior figures in the Christian Democratic Union, are not so much that they did wrong as that they denied knowledge of activities they should have known about.

Mr Stavenhagen, a minister in the chancellor's office, has been under attack for months over his involvement in the case of Mr Alexander Schalichowski, the former East German currency dealer and fixer, who turned out to be under the protection of the west German espionage agency, the Bundesnachrichtendienst (BND), when he fled the country with a western passport.

The minister first denied any knowledge of the case; then the former head of the BND insisted that he had been told; and finally, last week, the Chancellor's office confirmed he had failed to read the letter he was sent on the subject.

The affair of the arms supplies to Israel, exposed when the Hamburg harbour police found Soviet tanks inside crates labelled as agricultural equipment, simply came as the final straw for Mr Stavenhagen. He pleaded ignorance once again, and was clearly found wanting when it was revealed that the BND was the organisation most concerned.

Mr Stoltenberg must appear today before a parliamentary investigation committee to answer for the involvement of the military in the "technical co-operation" exercise with Israel, in which 14 previous secret shipments are now admitted to have taken place.

They included air-to-air missiles, anti-aircraft systems, and assorted Soviet-made military vehicles.

Europe plans action on cross-border crime

By Ronald van de Krol in The Hague

THE European Community is to set up a European police organisation, called Europol, to exchange information on drug trafficking and cross-border crime.

EC ministers responsible for interior and security policy, meeting in The Hague, said Europol would co-ordinate information on other types of organised crime, such as money laundering. Its immediate task will be cross-border drug-related crime.

Maastricht decisions vital to decision on EC membership, says prime minister

Finland keeps close watch on the summit

By John Burton

THE DECISIONS taken at next week's Maastricht summit will have important implications not only for European Community members but also for those countries wondering whether to apply to join the club. Among the latter is Finland, whose prime minister, Mr Esko Aho, has reservations about closer EC integration, but is considering membership for his country for fear that it might appear "a second-class member of Europe".

Mr Aho, in a wide-ranging discussion yesterday in London with FT editors, said: "The results of Maastricht are essential for our evaluation of the EC. We want to see what kind of union the EC will become."

Finland's main concern is that the summit decisions should leave "certain zones for national decision-making" if it decides to apply to join the EC. Still sensitive about its relations with the rapidly disintegrating Soviet Union, Finland is seeking flexibility for independent decisions in the areas of foreign policy and national security, as well as in some economic areas, including industry and agriculture.

Mr Aho does not expect it to neutrality to be an insurmountable problem, in that neutral Ireland is already a

member and Sweden and Austria, both neutral, are also seeking membership.

But "Finland is in many ways a different country from the rest of Europe," said Mr Aho. "Our geographical position makes our problems different from western Europe, so the mechanism that the EC has for regional policy, for example, does not apply to our needs. We need to have a certain room for independent decisions in order to take into consideration those special features of our economy and society."

In Mr Aho's view, Finland has already achieved many of its economic goals in a single-market Europe through the European Economic Area (EEA) agreement recently concluded between the European Free Trade Association, of which Finland is a member, and the EC.

"The EEA agreement means for us economic membership in the EC. It accounts for 85 per cent of the economic benefits that full EC membership would give. But we are discussing EC membership because we don't want to have the image of being a second-class member of Europe." Such an impression could "discourage foreign investment in Finland."

A decision on the issue is probable early next year. "If we decide to join, we want to be in the first wave of enlargement," Mr Aho said.

The prime minister, who had talks with Mr John Major, his UK opposite number, when he was in London, believes his country could become a key transit point for western aid to the Soviet Union this winter, thanks to its rail connections with its big eastern neighbour. Finland is hoping to help stabilise the situation in Russia and to foster closer economic links with areas on its borders, including the St Petersburg region, Karelia and Murmansk, as well as the independent Baltic states.

Finland aid is focusing on the Baltic states, particularly Estonia, with assistance being provided in the areas of environment, communications and education. "We are concentrating on the Baltics because we want to avoid them being shut off to both the Soviet and western markets," he said.

Finland's position in Europe will change from being a remote country to becoming a gateway to the Baltic if the Soviet Union solves its problems." But Finland is also wrestling with its own economic problems: the country is in its worst recession since the Second World War.

The government last week succeeded in persuading the unions to agree a pay freeze with the Ecu. "This will be the last devaluation of the markka," promised Mr Aho.

the markka was devalued by 12.3 per cent through its temporary suspension from its link with the Ecu. "This will be the last devaluation of the markka," promised Mr Aho.

Papandreou corruption conviction sought

By Kerin Hope in Athens

THE senior prosecutor of a special court trying former Greek Prime Minister Andreas Papandreou for alleged corruption in office yesterday asked for a conviction on one charge and an acquittal on two others.

Mr Nikos Katsaros, a conservative parliamentarian, said Mr Papandreou had induced directors of state-owned corporations to deposit public funds at the Bank of Crete in 1988, knowing that the bank faced a liquidity crisis.

The bank's ex-owner, Mr George Koskotas, has admitted embezzling funds, claiming Mr Papandreou had induced him into bankrolling the ruling Socialist party. The prosecutor said Mr Papandreou should be acquitted on two other charges: accepting a bribe from Mr Koskotas and assisting an Athens hotelier to secure an illegal debt settlement.

Mr Papandreou, who has boycotted the hearings, says the trial is the result of a political conspiracy against him. The two other prosecutors, a conservative and a left-wing deputy, will make their recommendations before the 12-member tribunal of senior judges considers its decision.



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INTERNATIONAL NEWS

Shamir defiant as further talks set for Moscow

By Hugh Carnegie in Jerusalem and Roger Matthews in Washington

THE US and the Soviet Union sought to maintain the pace of the Middle East peace process yesterday by announcing that the third stage of negotiations dealing with wider regional issues would open in Moscow at foreign minister level at the end of January.

The announcement came on the eve of scheduled bilateral talks between Israel and three Arab delegations in Washington which Israel has said it will not attend.

Mr Yitzhak Shamir, Israel's prime minister, yesterday adopted a defiant stance, proclaiming a government decision to set up a new Jewish settlement in the West Bank and determination to hold on to the occupied territories.

Playing down the row prompted by Jerusalem's decision not to attend today's talks with Syrian, Lebanese and joint Jordanian/Palestinian delegations, Mr Shamir said Israeli representatives would be ready to start next Monday instead, as the government had earlier decided. "The peace process will go on," he said.

Preparations for the second stage of the peace process continued in Washington despite the absence of the Israelis.

The Arab delegations arrived in the US during the day, but have not yet indicated whether they are prepared to wait in

Washington for Israel to make an appearance.

Mr Shamir confirmed the government had approved establishment of a new army post, to be converted later into a permanent civilian settlement, on a site in the West Bank where two Jewish settlers were shot dead just before the Madrid peace conference in October.

Israel's refusal to halt settlements or consider giving up the occupied territories is defended by the US and the Arabs as the overwhelming obstacle to progress in the peace talks. Commenting on the fatal shooting of another settler this week, Mr Shamir said "Eretz Israel" - the biblical term for a greater Israel which includes the West Bank and Gaza Strip - would remain in Israeli hands.

"(The shooting) is one of those murderous acts which won't deter us from establishing settlements, expanding them and consolidating them," Mr Shamir said.

The government is braced for a "media nightmare," as Israel Radio called it, in Washington today as a result of its failure to show up. The US, despite refusing to make further conciliatory gestures to Israel, is trying to minimise the propaganda advantage for the Arab delegations.

IT HAS taken even less time than pessimists feared for the Middle East peace process to suffer its first serious procedural stumble. And, all too predictably, the initial obstacle has proved to be not the seemingly intractable substance of the conflict between Israel and the Arabs, but the seemingly less sensitive issue of the relationship between Israel and the US.

The extent to which that relationship has already been redefined is symbolised by the delay in opening the Middle East peace talks scheduled for today in Washington.

The Americans will be ready to begin on the date that they originally proposed, together with the three Arab groups from Syria, Lebanon and the joint Jordanian-Palestinian delegation.

The only representatives not to appear will be those from Israel, the country which over the past two decades has relied critically on vigorous US economic, political and military support and which, over the same period, has always pledged to go anywhere at any time for the sake of peace.

Israel's refusal to attend on the date set by Washington underlines the extent to which Mr Yitzhak Shamir, the Israeli prime minister, believes that President George Bush has changed his Middle East alliances.

It required eight visits to Israel by Mr James Baker, the US secretary of state, to persuade a deeply reluctant Mr Shamir to attend the Madrid peace conference at the end of



The Israeli housing minister, Mr Ariel Sharon, showing the map of variations in the borders of Palestine and Israel from 1917 to 1967 during a press conference held in Geneva yesterday

October. Even then Mr Shamir did so fearing that the US, fresh from its military triumph over Iraq, was planning an agenda somewhat different from that acceptable to Israel.

It took the Madrid conference and the subsequent diplomatic exchanges for the reality to be fully appreciated.

What emerged from Madrid was that all the participants,

no intention of yielding any more territory.

It is a unique interpretation and one which, not surprisingly, is rejected by the co-sponsors of the peace process, the US and the Soviet Union, and by most of the international community.

Israel's difficulty in sustaining this position, especially in the face of opinion polls within Israel which show a large majority of the population favouring a land-for-peace deal, would become more obvious the moment the substantive bilateral negotiations began.

With each of the Arab delegations demanding the same concessions from Israel, and the prospect of this three-pronged diplomatic assault taking place with US support under the glare of publicity that events in Washington attract, was not an inviting prospect for Mr Shamir.

Even if an Israeli delegation does eventually appear next Monday, it will still seek to restrict any meetings on procedural issues and particularly to decide to relocate the talks closer to the Middle East.

The Arab delegations already in Washington are left in the happy position of being required to do nothing beyond restating their willingness to negotiate peace along the lines of UN resolutions.

Syria is understood to have decided that it will not under any circumstances be the first to pull out of the peace process, the Lebanese will obviously follow the Damascus example, and the new, more reasoned, style of Palestinian

leadership on display for the first time in Madrid can but benefit from further world exposure.

Officially, the US insists that it cannot force the parties to the Middle East conflict to make peace if they do not want to.

"We cannot want peace more than parties that are part of this; we cannot want talks more than the parties," Margaret Tutwiler, the state department spokeswoman, said on Monday. However, she also made clear that the US was not making any effort to mollify Mr Shamir.

Any diminution in active US support for Israel has historically been a cause for alarm in Jerusalem. There are today younger members of Mr Shamir's government deeply concerned at the apparently confrontational course set by the prime minister.

They particularly fear that he may have jeopardised US approval for \$10bn (£5.5bn) in loan guarantees needed to settle Soviet Jews and fuelled the movement against foreign aid that appears to be gathering strength.

The wider Arab world will be watching no less closely, especially those more moderate regimes which have staked part of their political capital on assurances from the US that it is committed to a comprehensive Middle East settlement.

To sustain these Arab expectations without losing the confidence of Mr Shamir's government may already have proved an impossible task for President Bush.

Forged US \$100 bills flood banks in Cairo

By Tony Walker in Cairo

BANK tellers in Egypt are being armed with magnifying glasses to help them detect a wave of forged banknotes that bankers say are the best counterfeit \$100 bills yet produced.

One banker quoted a veteran official of the US Federal Reserve as saying that he hoped he would be retired before he was shown counterfeit notes as good as those in Middle East circulation.

So good, in fact, are the latest forgeries, using modern copying techniques - an increasing problem in the US and abroad - that the US Treasury will begin issuing new "counterfeit-proof" banknotes from January 1 in the biggest change to the US currency in more than half a century.

A US Internal Revenue Service official, based in the Middle East, says that while the volume of forged banknotes is tiny compared with the estimated \$240bn in circulation worldwide, advances in printing have obliged the authorities to modify the US currency to "take a step ahead."

The distinctive appearance of the "greenback" notes themselves, with their portraits of American heroes, US monuments and the words "In God We Trust" printed on the back, will be preserved, but a "security thread" will be added to deter counterfeitors. Developed by the US Treasury, the polyester thread will have the note's denomination printed on it - \$50 and 100 - at first - although this will not be visible to the naked eye.

Another feature will be the words "United States of America" microprinted along the borders that frame portraits on the face of the notes. The tiny print size will prevent distinct copier reproduction. Such a step will certainly be welcome in Middle East banks where the work of even the most experienced tellers has been slowed by the appearance in the past six months or so of what are being described as "super-forgers".

A senior manager of a large joint venture bank in Cairo said that as a matter of policy his bank was accepting \$100 bills only from its regular customers, and even then it was marking the notes with the client's account number to discourage any attempt to pass bad notes. One of the main reasons for these precautions is that the time taken to examine each individual note, while a customer waits, can cause irritating delays in busy branches.

"This is a cash society," said the banker. "It is not unusual for someone to come in and make a cash deposit of \$200,000." Banks have tried various ways to streamline checking of banknotes, but a Japanese machine that was effective against less professional forgeries is useless for this latest batch, which are said to be produced either in Lebanon or in the Far East.

Israel has been mentioned as another possible source. These latest \$100 forgeries are said to have first made an appearance in Italy earlier this year where thousands were fed into automatic money change machines, before they were discovered.

Bankers say the most obvious giveaway of the forgeries, which replicate the chemically-treated paper used in authentic bills and even the most detailed, illegible patterns, are the letters "S", "O" and "C" in the words "The United States of America" on the back of the notes. In the forgeries, the rounded tops of those letters have been flattened, but the difference between the real and the forged is only apparent to the most eagle-eyed tellers.

As one Cairo banker put it: "If you have someone who can quickly detect the fakes, he's worth his weight in gold."

According to the US Treasury, forgeries in 1990 amounted to about \$65m in the US of the \$70bn in notes produced that year. No reliable statistics are available for forged US notes globally.

US-Israeli ties hold key to progress

Roger Matthews, Middle East Editor, on a relationship strained by the peace process

Togo premier held by rebels

TOGO'S Prime Minister Joseph Kokou Koffigoh was captured by renegade soldiers in a bloody attack on his residence yesterday which left at least 13 people dead. Reuter reports from Lomé.

Reporters visiting the morgue at the central hospital in the capital following the dawn assault counted 13 bodies, 12 of them soldiers. Both the assailants and 50-60 loyal troops defending the prime minister suffered casualties.

"He is in the hands of the Togolese armed forces and is completely safe," a commander on state radio said. A presidential spokesman said Mr Koffigoh was being taken to see strongarm President Gnassingbe Eyadema.

The troops, apparently loyal to President Eyadema, and who seem to be backed by most of the 12,000 armed forces, used tanks, machine guns and small arms in their attack.

The troops had demanded

Mr Koffigoh's replacement and big changes in the transitional government installed in August by a national conference. The soldiers, mostly from Gen Eyadema's Kabye tribe, were angered by last week's banning by the interim government of Gen Eyadema's former ruling party, the Rally of the Togolese People, while the Prime Minister was out of the country.

The soldiers have demanded that the ban on Eyadema's

party be lifted and that the government be dissolved.

The French government, which has sent 300 troops to neighbouring Benin in preparation for evacuating its 3,000 nationals, said it would do everything necessary to help resolve a dialogue."

The attack occurred the day after Mr Koffigoh issued a 10-point negotiating plan to try to end the standoff with the military. It included a demand that the military withdraw from radio and television stations as well as the capital. The plan called for formation of a broad-based government but ignored the soldiers' demand that the provisional assembly, the High Council of the Republic (HCR), be dissolved.

UK refuses to rule out force on Libya

THE UK foreign office minister, Mr Douglas Hogg, yesterday refused to rule out military action against Libya if Colonel Muammar Gadaffi fails to extradite two intelligence agents suspected of the Lockerbie bombing, AP reports from Tunis.

Mr Hogg, speaking at a news conference after meeting the Tunisian prime minister, Mr Hamed al-Karwi, said: "We hope for a peaceful solution, but I can't give a negative or positive answer whether we'll

resort to a military option if these attempts fail."

Mr Hogg said that unspecified "other means of pressure" might be needed to convince Col Gadaffi to turn over the suspects if persuasion did not work. He refused to set a deadline.

The attack occurred the day after Mr Koffigoh issued a 10-point negotiating plan to try to end the standoff with the military. It included a demand that the military withdraw from radio and television stations as well as the capital. The plan called for formation of a broad-based government but ignored the soldiers' demand that the provisional assembly, the High Council of the Republic (HCR), be dissolved.

They are expected to call on the government to consult them about an election date, demand international monitoring of any poll, and demand the setting up of an independent election commission.

over the two suspects. The UK minister's visit coincided with the arrival in Tunis of Mr Brahim Bakar, the Libyan minister of interior and justice.

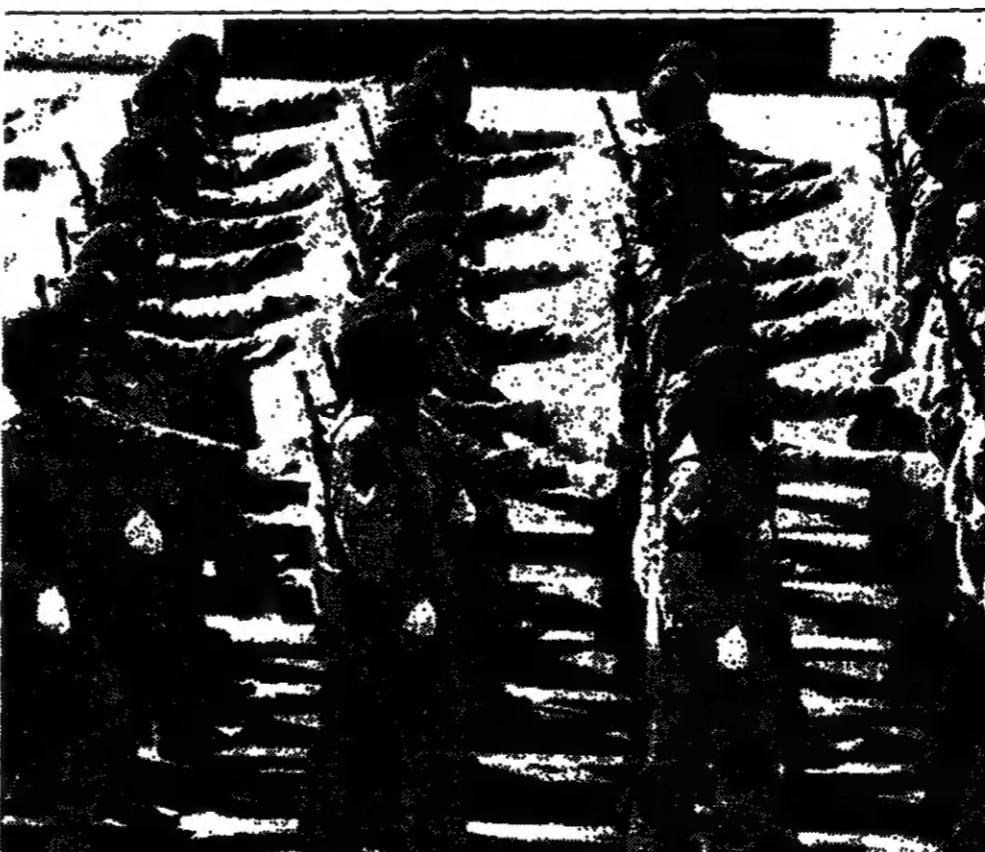
Mr Bakar was received earlier in the day in Algiers by Mr Bendjedid, to whom he transmitted a message from Col Gadaffi, official Algerian sources reported. The contents were not divulged.

Britain and US allege that the two Libyans carried out the bombing of Pan Am Flight 103 over Lockerbie, to hand

Scotland on December 21 1988, that killed 270 people.

France has issued arrest warrants for four other Libyans, including Col Gadaffi's brother-in-law, in connection with the 1989 bombing of a French airliner over Niger that killed 170 people.

Meanwhile, Mr Hogg also said the UK would consider allowing extradition of Tunisian Islamic fundamentalists residing in Britain if proof of their involvement in violence could be established.



Female soldiers in desert fatigues on military parade on the 20th anniversary of the founding of the United Arab Emirates. It is the first time a Moslem state on the Arabian peninsula has allowed female troops to parade

New United Nations chief pledges active diplomacy

MR Boutros Boutros Ghali of Egypt, formally appointed yesterday as the new UN secretary general, immediately promised to pursue active preventive diplomacy while promoting democracy and human rights, writes Michael Littlejohn, UN Correspondent in New York.

Currently his country's deputy prime minister, he will take up the post on January 1 for a five-year term, succeeding Mr Javier Pérez de Cuellar, who did not seek re-election.

In an address to a crowded General Assembly, which approved the appointment by acclamation, Mr Ghali pledged a vigorous effort to narrow the north-south economic gap.

Tackling the crippling problem of international debt is central to achieving a healthy world economy, he said.

But while there could be no democracy without development, said Mr Ghali, democracy must not be seen as a "magic potion" and the UN activities to promote it must not become a means to intervene in internal affairs of states.

Mr Ghali, whose age - he was 69 last month - was a point of controversy, has indicated that he plans to serve only one term as secretary general.

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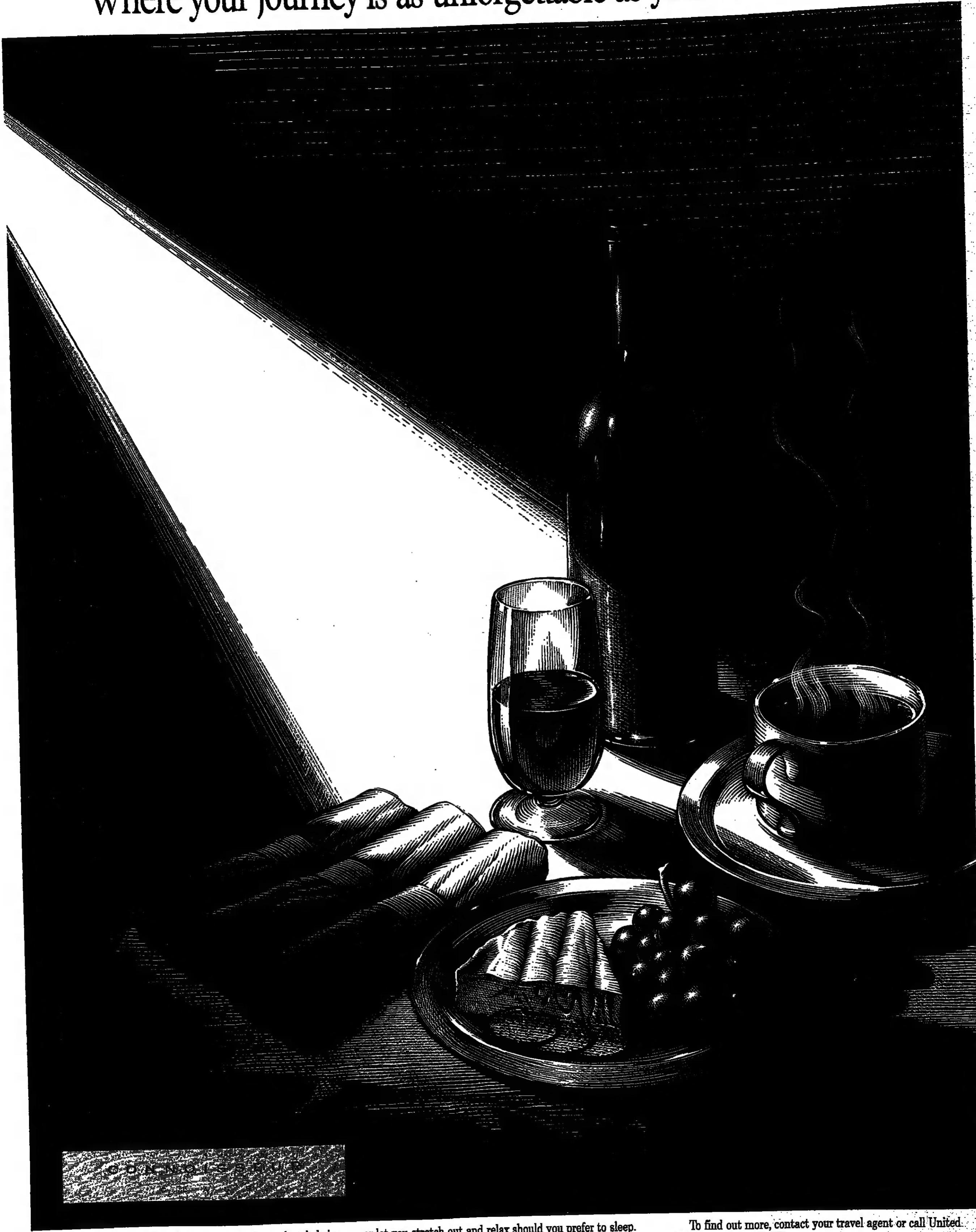


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WORLD TRADE NEWS

EC must back down in agricultural trade impasse says US farm leader

By William Dufton in Geneva

US FARMERS cannot accept a deal on farm trade reform on the terms so far offered by the European Community. Mr Dean Kleckner, president of the American Farm Bureau Federation (AFBF), said, in Geneva yesterday.

He said the US and the EC had to compromise on reductions in farm subsidies in the Uruguay Round trade talks. But the result had to provide for "locked-in cuts in tonnages" of subsidised farm products on world markets. It also had to ensure that the reductions would continue after the

five or six years envisaged.

Mr Kleckner had been voicing US farmers' views to Mr Arthur Dunkel, director general of the General Agreement on Tariffs and Trade, and negotiators from the main farm-exporting countries as US and EC trade diplomats met in Brussels to seek ways of renewing bilateral dialogue on farm reform. Without a US-EC deal on cuts in farm subsidies the Uruguay Round is unlikely to be completed soon.

There was still a 50-50 chance of a deal, Mr Kleckner said. Pressures on EC govern-

ments to cut farm spending were stronger than ever and most European delegations in Geneva had shown a real desire to come to terms.

But if it were left to the European agricultural community and farm ministers, the EC terms would be substantially less than the bottom line to which American farmers could agree, Mr Kleckner confessed to mixed feelings about this week's US-EC meeting in Brussels, organised after intervention by President George Bush and Mr Ruud Lubbers, Dutch prime minister and cur-

rent EC president. No farm negotiators will be present.

He was happy about the absence of EC farm negotiators but "a little bit worried" that the US side might go further than it should to compromise and make a deal that Congress would not approve.

The AFBF would agree to the lifting of section 22 in the US law, which protects sugar, peanuts, dairy and cotton farmers against imports, only in the context of a multilateral agreement on agriculture in which US farmers received as much as they gave, he said.

Bush ready for concessions on dumping

By Nancy Dunne in Washington

THE US will accept changes in its controversial dumping laws in the Uruguay Round, but in return it could want stronger limits on traders who try to circumvent those laws, a senior trade official said yesterday.

He said the Bush administration had consulted Congress and domestic industry closely and would agree to changes "in the calculation procedures and methodology for determining dumping".

West scrambles for share of Iranian market

Tehran is back in the world trade fold, says Scheherazade Daneshkh

IRAN, once among the pariah states of the world trading community, is today being wooed by exporters with embarrassing enthusiasm.

A combination of more pragmatic policies by President Ali Akbar Hashemi Rafsanjani and a long shopping list of infrastructure spending needs following its eight-year war with Iraq, has led to a surge in business deals.

British and US exporters are straining to join the fray now the hostage crisis is close to resolution and the Iraqi market has been lost because of a trade embargo. They are being joined by leading contract exporters from China, Brazil and South Korea.



Rafsanjani: pragmatic

US exports to Iran have risen from nil in 1988-89 to \$16bn in 1990 and \$273m in the first six months of this year, despite an official trade embargo.

A two-man delegation from the UK's export credit agency, the ECGD, returned last week from Tehran after a "constructive" visit to try to settle an estimated \$200m debt to British exporters dating from the Shah's era. British exporters have been hampered by the ECGD's willingness to provide only short-term cover; in contrast to Iran's main European trading partners, Germany and Italy.

Iran imported an unprecedented \$22bn in goods in the year to March 1990, according to Mr Mohsen Nurbakhsh, minister of economy and finance.

Mr Nurbakhsh expects imports to be lower this year at \$16bn, partly because last year's import bill will have included commitments of two or more years. Oil revenues are expected to total about \$17bn, with a possible \$2bn in non-oil exports.

Food imports of \$2.5bn, which accounted for almost a third of all imports at the height of the Iran-Iraq war, now represent a much smaller fraction. Instead, Iran has embarked on a reconstruction programme to overhaul its own strategic industries, such as oil and telecommunications.

Germany is Iran's main trading partner and its exports have been assisted by lifting a DM500m (\$175m) ceiling on medium-term cover by Hermes,

injuring party to rectify its abuse. After that period, trade retaliation would be permitted.

Mr Rufus Yerxa, the US ambassador to Gatt, is in Washington this week to meet congressmen, private-sector advisers and inter-agency

This week they are contact-

ing members of a restless Congress which is threatening to attach tough provisions to a Uruguay Round package of legislation to force Japan to open its markets.

They will stress that while the US can achieve its basic objectives on agriculture, trade reform, protection of intellectual property rights, rules for services and investment, it must be willing to make concessions as well, including big tariff reductions.



Mr Rubens Ricupero, this year's Gatt chairman (right, with Gatt director general Mr Arthur Dunkel), yesterday warned that world trade growth would decline sharply in 1991 for a third successive year and pointed to the dangers of failure of the Uruguay Round trade talks, writes Frances Williams in Geneva.

Addressing Gatt's two-day annual meeting in Geneva, Mr Ricupero said the final phase of the five-year-old Uruguay Round was taking place against an unpromising economic backdrop. Gatt economists expect the volume growth of world trade this year to be markedly below last year's 5 per cent, itself down from 7 per cent in 1989. With efforts at international economic co-operation by the big economic powers fragile and unsatisfactory, trade remained the "single most important factor in restoring prosperity, employment and economic growth".

Japanese fearful of regional trade blocs

By Robert Thomson in Tokyo

JAPAN'S Economic Planning Agency (EPA) warned yesterday that the emergence of regional trade agreements could lead to a shrinkage of state funds more efficiently.

Unusually, the EPA suggested, albeit politely, that Washington review defence spending in the light of its budget deficit problems and the changes in the political order.

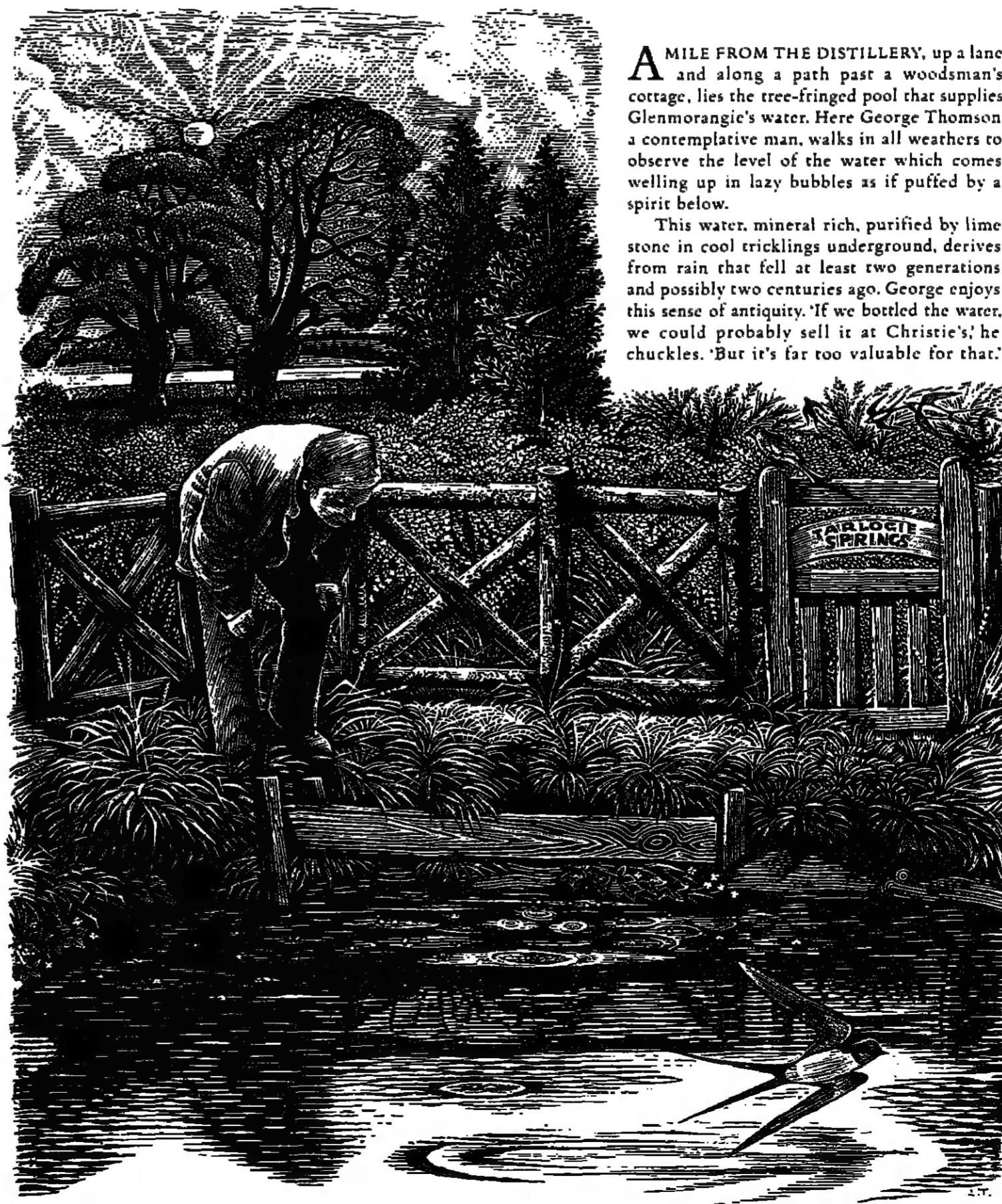
"Given the end of the Cold War and a drastic change in the Soviet political situation, it is necessary to re-examine continuing defence spending, which amounts at present to about a quarter of the total outlays."

The agency said that the promotion of personal saving should be a priority for all governments, and pointed to the "overspending" of US households in the 1980s as a reason for the weak US recovery this year. Excessive US property investment and high corporate debt levels were also cited as long-term restraints on US growth.

The EPA report urged China to broaden its reform programme, and to review the ownership of struggling state industries, accelerate price reforms, improve communication between central and local governments, and enlarge the areas designed to attract foreign investment.

GLENMORANGIE

GEORGE THOMSON. Assistant Manager.



A MILE FROM THE DISTILLERY, up a lane and along a path past a woodsman's cottage, lies the tree-fringed pool that supplies Glenmorangie's water. Here George Thomson, a contemplative man, walks in all weathers to observe the level of the water which comes welling up in lazy bubbles as if puffed by a spirit below.

This water, mineral rich, purified by limestone in cool tricklings underground, derives from rain that fell at least two generations and possibly two centuries ago. George enjoys this sense of antiquity. 'If we bottled the water, we could probably sell it at Christie's,' he chuckles. 'But it's far too valuable for that.'

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AMERICAN NEWS

Fed has 'scope' to lower rates

By Michael Prowse in Washington

THE Federal Reserve has "ample scope" to cut interest rates further without increasing inflation, Mr Michael Boskin, the White House chief economist, said yesterday.

His remarks followed official figures showing that the US composite index of leading indicators had failed to rise significantly for a third successive month.

The flat trend for leading indicators - used to predict economic turning points - suggests the economy will stay sluggish well into the New Year. The news, however, was tempered by better-than-expected figures for home sales.

Mr Boskin conceded that the recovery had been disappointing and that growth was likely to remain sluggish for the next few months. However, he forecast an economic pick-up after the first quarter of next year as past cuts in interest rates began to stimulate demand.

The Commerce Department said the index of leading indicators rose 0.1 per cent in October. This followed a 0.1 decline in September and no change in August. The index of coincident indicators, measuring the current state of the economy, fell 0.2 per cent in October, another sign that economic conditions are deteriorating.

The flat trend for leading indicators reflected divergent movements of the index's 11 components. Orders for plant and equipment and four other components rose, while five components led by consumer expectations - registered declines.

The leading indicators began to rise in February, accurately predicting the economic recovery beginning in the second quarter, before peaking in July, shortly before the economy stagnated.

Home sales figures yesterday indicated the housing sector may be more resilient than analysts had feared. New home

Sununu under fire from Bush's son

THE future of Mr John Sununu as White House chief of staff remained in doubt yesterday amid fresh signs of Republican pressure for his removal, Lionel Barber writes from Washington.

With speculation growing that President George Bush may be close to announcing a shake-up among his senior staff, it emerged that his eldest son had told Mr Sununu his job was in jeopardy.

Mr George Bush Jr told Mr Sununu last week he had lost the confidence of several members of the cabinet, alienated many White House staff and damaged his base in the Republican party. President Bush himself held talks with Mr Sununu about his future last Sunday at the White House.

At the same time, the president con-

firmed with Mr James Baker, secretary of state and his closest political adviser, at Camp David over the weekend. Mr Baker is understood to be unhappy about the lack of cohesion on domestic policy and the inighting at the White House.

Mr Sununu's critics suggested yesterday that Mr Bush Jr's message was intended as a polite way of pushing the White House chief of staff toward resignation and paving the way for Mr Samuel Skinner, transportation secretary, to take over. But other officials said he was still reluctant to sack Mr Sununu.

In the absence of action, Mr Sununu has mounted a furious lobbying effort to save his job, calling Republican members of Congress and complaining that "the noose

is tightening around my neck, and I need your help". Yesterday, two prominent conservatives, Congressman Henry Hyde and Vin Weber, expressed support.

Insiders expect Mr Bush to announce the composition of his re-election campaign team soon, with Mr Robert Mosbacher, commerce secretary, widely expected to be named campaign chairman. Other government members include Mr Charles Black, a Republican political consultant, Mr Robert Teeter, the president's pollster, and Mr Fred Malek, a long-time Republican operative.

Several potential members of the campaign team are said to be reluctant to sign up unless the impulsive chief of staff goes, adding to the pressure on him to resign.

Sarita Kendall reports on Colombia's growing poppy triangle

Drug lords turn to heroin

ON THE MISTY slopes of the Andean cordilleras, the red, white, purple and pink poppies signal Colombia's newest and most profitable illicit product. "In the '70s we had the marijuana boom, and in the '80s cocaine. For the '90s it's going to be heroin," warns a Colombian drug expert.

Isolated patches of poppies had been spotted as long as 10 years ago, but it is only in the last few months that the police have discovered big plantations. South-west of Bogotá, a poppy triangle has emerged along the mountainous borders of the department of Cauca, Huila and Tolima. Since

August narcotics police have destroyed over 1,000 hectares of poppy fields in this area alone, enough to produce a tonne of heroin.

The cool, moist climate above 2,000 metres is ideal for poppy growing. The Colombian drug gangs already operate

extensive transport and distribution networks for cocaine and marijuana, but they can make between 20 and 40 times more for a kilo of heroin than for a kilo of cocaine. Even raw opium is worth almost twice as much as cocaine in Bogotá.

From the farming to the distribution stage, police say the methods used below the expertise of well-established drug organisations, especially Cali-based groups. Poppy seeds are delivered to the peasant farmer, who is given technical advice and the promise of a good price for crops. At least two, sometimes three, crops

can be planted each year, and the first harvest gives the farmer his own poppy seeds.

A few days after the flower petals have fallen, the morphine content of the swelling poppy bulb is at its greatest. Then the bulbs are scored with long, light cuts in the late afternoon or early morning. The milky gum comes out of the cuts and is collected later by workers, who earn three times as much as they would picking coffee further down the mountainside.

A hectare of poppies yields about 10 kilos of opium gum, and the gum sells for \$1,500 to \$2,000 (\$1,240) a kilo. It is a high-value, low-bulk product with a guaranteed market, any farmer's dream. The tall-tale signs of a bonanza - peasants on spending sprees, and scarce labour - are already evident in the south-west.

While the poppies are sometimes camouflaged by maize stalks, the low cloud and inaccessibility of the high cordilleras provide the best cover. Agronomists in the region say vegetation along the mountain tops is being destroyed, leaving valley heads and water sheds exposed. Although spraying against marijuana on the north coast, it could raise protests from ecologists in the Andean areas.

Several morphine laboratories have been found in the city of Neiva, east of the poppy triangle. One contained acetic anhydride, the key chemical needed for the next step when morphine is turned into heroin. But foreign experts believe most of the opium is being processed abroad, and Colombian heroin-making is still in the experimental stage.

The process of turning opium into morphine and then heroin is far more complex than making cocaine from coca leaves, and skilled foreign chemists have been brought in.

The military also point out that poppy areas coincide with guerrilla territory; rebels are apparently taxing growers in exchange for protection.

More than 50 tonnes of cocaine has been captured in Colombia this year, yet cocaine prices have not risen and supplies do not seem to have been affected. Pressed and packaged marijuana has also been discovered in recent months, suggesting a resurgence of production.

As the drug gangs diversify into heroin making, they have even more at stake

- and so has Colombia.

UK and Argentina to discuss Falklands oil

By John Berham in Buenos Aires

THE first negotiations between Britain and Argentina over possible co-operation in managing potential oil resources around the Falkland Islands start in London today.

Last month Britain announced it would allow the Falklands government to issue licences to companies to carry out seismic surveys in its territorial waters, while agreeing to talks with Buenos Aires over co-operation.

"These are only talks about establishing an agenda for further negotiations in Buenos Aires next month," a British official said. Today's discussion will be held in parallel with fishery talks.

Argentina is expected to press for a bilateral oil regime that would allow Argentine-owned companies or Argentine-based multinational oil companies to operate in Falklands waters. Occidental, the US oil company, is already exploring for oil in Argentine

waters off Tierra del Fuego, to the west of the Falklands.

But the Falklands government has strongly resisted Argentine attempts at rapprochement since the 1982 conflict over the islands with Britain. Despite its defeat, Argentina still claims sovereignty over the Falklands and other British-held islands in the south Atlantic whose continental shelves are rumoured to contain valuable oil reserves.

In the last 18 months, Britain and Argentina have established full diplomatic relations, relaxed military restrictions around the Falklands and established limited co-operation over managing the region's rich fish stocks.

Argentina hopes increasing collaboration with Britain in regulating fishing, flights and possibly hydrocarbon production will eventually force London to begin negotiating on sovereignty, which it has so far refused to contemplate.

Brazil celebrates fall in November inflation rate

By Christine Lamb in Rio de Janeiro

BRAZILIAN Economy Ministry officials were celebrating yesterday as the monthly inflation rate fell for the first time in seven months.

Inflation between October 27 and November 22 was 26.4 per cent, compared with 27.3 per cent for October, according to São Paulo university's Fipe index. Fipe estimates inflation for November at 26 per cent - well below earlier expectations of 30 per cent.

The downturn is small, but government officials say it is the first time in recent years that inflation has been reduced

without a price freeze. They claim tight monetary policy is finally taking effect.

The news follows a plea by President Fernando Collor for people to leave their Christmas shopping until December 24 to cut business to cut prices.

The government's policy of high real interest rates - currently at 36 per cent a month - has almost brought the economy to a halt. According to figures just published, 5,871 companies in São Paulo have gone bankrupt so far this year - more than in the whole of the last two years combined.

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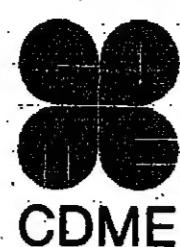
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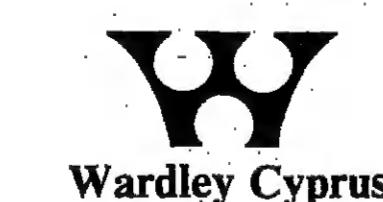
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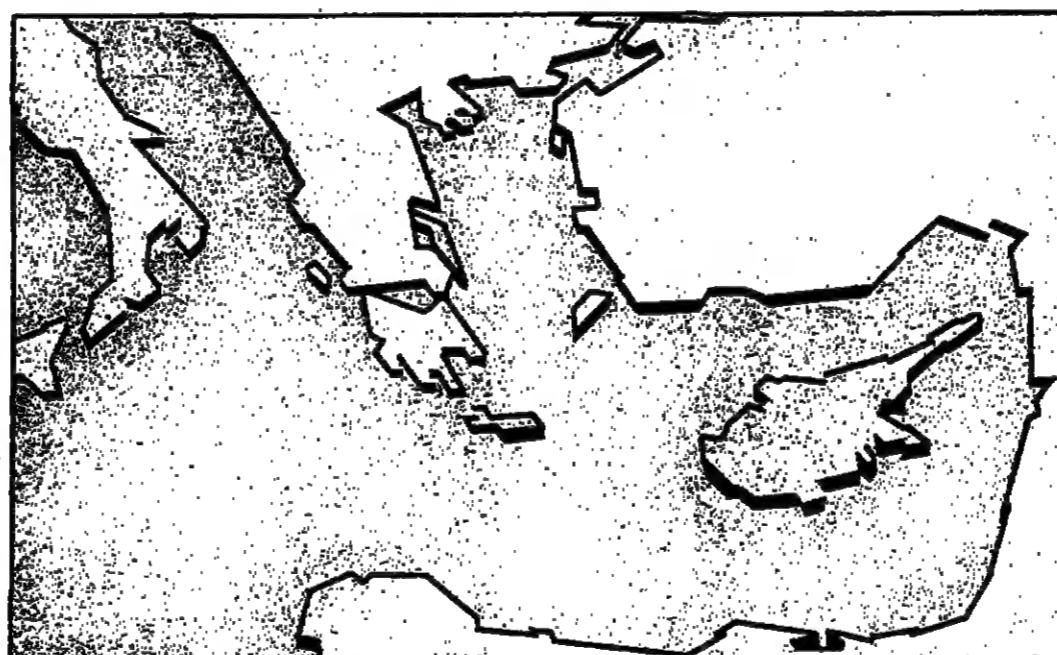


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Retailers report bigger takings on Sunday trade

By John Thornhill and Robert Rice

CUSTOMERS of supermarkets which opened last Sunday spent an average 60 per cent more than typical weekday shoppers, according to a survey.

It estimated that one in 20 British households went grocery shopping on the first Sunday on which many supermarkets and other retailers in England and Wales decided, on a large scale, to ignore the law and open their doors.

The research by Nielsen, based on 7,100 consumers, showed that the average customer spent £13 on Sunday compared with £7.90 on week days.

It suggested that Sunday opening had particularly attracted young professional consumers who worked full-time and had children.

The research, however, did not support the view that there had been a fundamental shift in shopping patterns.

Sunday trading accounted for 3 per cent of the week's food purchases compared with 1 per cent in the preceding week.

Past studies have shown that Friday is the most popular day for grocery shopping, accounting for 25.1 per cent of all trips. Saturday follows with 23.1 per cent.

Meanwhile, Marks and Spencer, which is opposed to Sunday trading, announced it was extending its weekday opening hours to compete.

City planners reject redevelopment of site beside St Paul's

By Vanessa Houlder, Property Correspondent

THE controversial site next to St Paul's Cathedral in the City of London is again in doubt after proposals to redevelop the area were sent back to developers.

The Corporation of London's planning committee yesterday sent proposals to rebuild Paternoster Square back to the developers with a list of 22 objections for further negotiations.

Planning difficulties affecting Paternoster Square together with the collapse in the central London property market, may give another lease of life to the bleak, windswept office blocks that were erected on the site after the second world war.

The developers, Paternoster Associates, a partnership between Greycourt, a UK developer, Park Tower Group of New York and an affiliate of Mitsubishi Estate Company, a Tokyo-based developer, declined to comment on the decision until they had considered it further.

The partnership bought the site in November 1989 for £160m from the Venezuelan Organización Diego Cisneros.

The rejection of the plans is the latest twist in one of London's most bitterly fought planning debates.

Previous proposals to redevelop the square in a modernist style were dropped after criticisms from the Prince of Wales.

In addition, they regretted the loss of open space, the loss of sports facilities and the emphasis on offices, which would not bring the area to life in evenings and weekends.

Labour's advocacy of a Social Charter of workers' rights and its indifference to the so-called "opt-out" clause, allowing Britain to hedge its bets on monetary union.

So would Labour negotiators not require such a clause? Probably not. But lost in the doldrums of pre-summit Westminster such questions seem to have little relevance.

Drawing parallels with Mr Major's summer of international diplomacy, party officials reassure envoys that the slimming of Labour's opinion poll lead to a statistically dubious one or two percentage points is a temporary phenomenon.

But the drift, at a time when the economy appears still to be deep in recession, is causing some disquiet on the backbenches. Few believe, however, that there is much that can be done.

As a measure of their frustration, the party's communications' chiefs were engaged yesterday in skirmishing with the broadcasting media over Labour's right to a seat among

the ranks of Euro-commuters, now hogging crucial election.

"A few weeks ago Europe

was nowhere on the list of voters' priority issues, now it's in third place after health and unemployment," one official lamented yesterday, yet still Labour's much-touted views remain largely unreported or unsolicited despite four set-piece European press conferences in each of the past four weeks.

Tomorrow an opposition debate on the economy will do something to redress the balance. But Labour must also expect almost as much media coverage of the official ousting of Mr David Nellist and Mr Terry Fields, the two hard-left MPs accused of links with Militant, widely-predicted to take place at hearings later this week.

Speculation is mounting that both MPs may declare their determination to fight their seats under independent socialist banners. But then even this not-wholly-welcome reminder of Labour's extremist past might well be equally lost in the mists of Maastricht.

Fog can have silver linings too.

Budget for Channel tunnel station cut to £18m

By Richard Tomkins,
Transport Correspondent

BRITISH Rail's budget for building an international railway station for Channel tunnel trains at Ashford, Kent, has been cut to less than an eighth of the £140m originally planned.

The government has told British Rail that it can spend only £18m on the station and has asked the railway to come back with less ambitious proposals.

The station is intended to provide the population of south-east England with a way of joining Channel tunnel trains without having to travel into the centre of London first.

BR had hoped to build a high-profile international gateway which would have provided inter-change facilities between Channel tunnel trains and local services from Kent and Sussex.

However, Mr Malcolm Rifkind, transport secretary, said in a written Commons answer yesterday that BR's allocation of funds announced in the government's autumn statement on spending last month had allowed for spending of only £18m on the station.

"I have asked the chairman of British Rail to give serious consideration to the possibility of building a smaller station at Ashford than the one they have proposed," he said.

"I hope it can be in place in time for Ashford to be served by some international passenger trains when scheduled services through the Channel tunnel commence."

In October Eurotunnel, the Channel tunnel operator, tried to embarrass the government into funding the Ashford station plan by drawing up plans for a £10m temporary solution using prefabricated units.

Mr John Prescott, the opposition's transport secretary, said that the effect of the government's announcement was to turn this plan into reality.

"This cowshed will be the first monument to this Conservative government that Europeans will see when they come through the Channel tunnel," he said.

Insurer sees growth within private health

By Alan Pike

GROWTH in private healthcare will come from pragmatists who want to insure against specific difficulties in the National Health Service, Mr Patrick Smith, managing director of Norwich Union Healthcare, said yesterday.

He said such customers would purchase insurance plans giving access to private treatment if they could not obtain it in the NHS within six weeks since they saw "no point in paying for what is already well provided for free". Addressing such pragmatists with new policies would open up the health insurance market.

Speaking at a FT healthcare conference in London, Mr Smith contrasted the pragmatists with traditionalists, who purchased private health insurance as a "class statement".

Norwich Union entered the private health insurance market last year and is aiming its products at as wide a social group as possible. Mr Smith said the provident associations, which hold about four-fifths of the insurance market, suffered from "potential capital starvation" and would have to be financially incentives to retain anything like their existing market shares.

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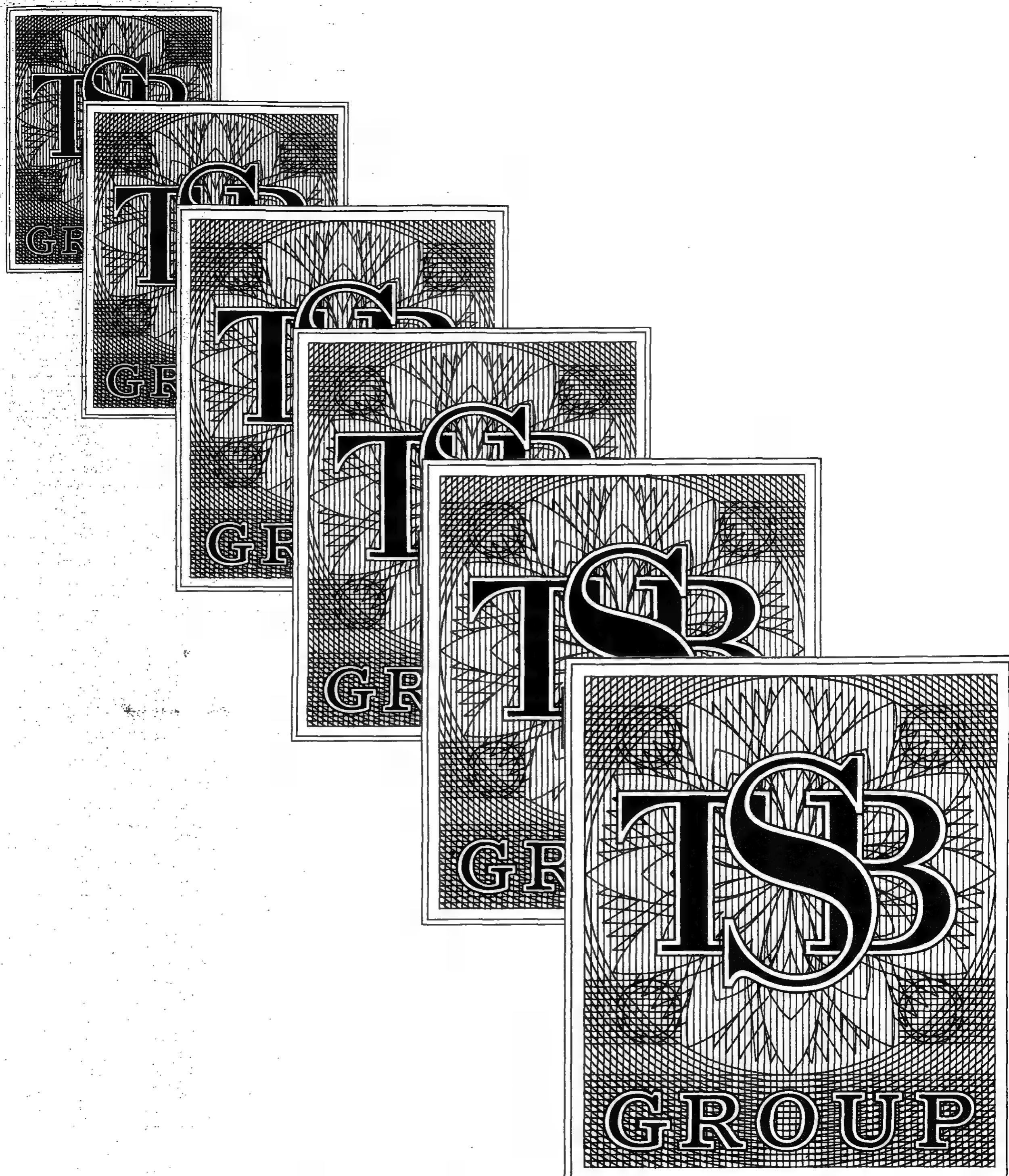
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Ordinary dividend	18.4p	18.4p
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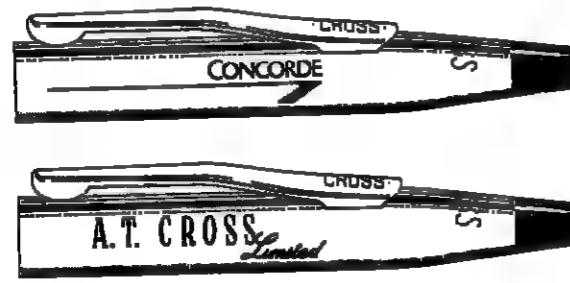
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Art treasures may be listed to restrict exports

By Antony Thornicroft

THE drawing up of a list of art which should not be allowed to leave the UK was recommended by the minister for the arts, Mr Tim Renton, yesterday, by a committee of experts.

However, the committee made clear that they supported the formation of a list "with reluctance": they would prefer the government to establish a reserve fund of between £15m to £20m to be used to retain threatened treasures in the UK.

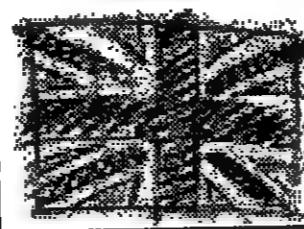
The minister had been alarmed at the number of important works being sold abroad, notably, in the last year, the Badminton cabinet and Constable's painting "The Lock".

The current restrictions, the Waverley Rules, implemented by a reviewing committee on behalf of the arts, are increasingly ineffective at the face of rising art prices which encouraged owners to send their treasures to auction.

Mr Renton, who is believed to be drawing up a list, an additional safeguard yesterday. In a few rare and outstanding cases, the secretary of state for trade and industry can, under emergency powers granted in 1939, refuse an export licence for a work of art. This would only be applied in exceptional circumstances, if undoubtedly national treasure like the medieval Mappe Mundt, which was nearly auctioned at Sotheby's last year.

The committee believes it is likely to draw up a list, which would probably number around 2,000 objects, but that it would have many disadvantages.

BRITAIN IN BRIEF



MPs told of Iraq supergun suspicions

The Ministry of Defence was told of suspicions that an Iraqi inquiry for steel tubing might be for military use before the order was placed and raised no objections, a House of Commons inquiry was told yesterday.

Mr Rex Bayles, former managing director of Wm Sunners, the Halesowen, West Midlands company, giving evidence to the trade and industry select committee, said that after studying the initial inquiry from Iraq he thought it looked like a giant peashooter that might be used for launching missiles.

The MoD said it could not comment further on the committee hearing which it described as a DTT meeting.

Indicators signal recovery

According to the Central Statistical Office's cyclical indicators of the UK economy, a turning point in economic activity was reached in September. The shorter leading index, which is turning

tages, notably a reduction for in the worth of their works of art.

The committee believes that removing the possibility of a buyer could halve the value of many objects. There is no suggestion that owners should be compensated for having their possessions put on the list.

However, Mr Jonathan Scott, chairman of the reviewing committee said yesterday: "We are between the devil and the deep blue sea and if there is no extra money available a list is the best option."

The list would operate alongside the current Waverley Rules, which temporarily delay the granting of an export licence to allow time for British galleries and try to mount matching bids for work that the committee considers should stay in the UK.

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Mr Renton is seeking advice from the arts world and will receive submissions until the end of March.

There is a chance of any legislation before the general election.



The Three Graces were a national treasure which an export licence was refused - its future is still in doubt

involved.

Another development which could forestall a list would be the introduction of a national lottery, in which a sum of money, around £200m, was allocated to

Figures show \$418m Bank intervention

By Rachel Johnson

STERLING'S pronounced weakness against the D-Mark forced the Bank of England to spend up to \$418m propping up the currency on the foreign exchanges last month, official reserve figures indicated yesterday.

The scale of intervention was twice what markets had expected, suggesting that the Bank's activities last month were more strenuous than was reported at the time.

Taking account of allies' contributions to the Gulf war the underlying change was a fall of \$371m, bringing the end-November total to \$43.9bn (£24.9bn).

In November, sterling fell below DM2.85 to the bottom of the grid of currencies in the European exchange rate mechanism prompted the Bank and other central banks to step in to support the pound, buying the currency and selling D-Marks to prevent sterling sliding to its floor.

Economists pointed out that much of the Bank's buying of sterling was disguised. According to Mr Roger Bootle, UK economist at Greenhill Management, the bulk of the Bank's purchases were carried out in the forward markets and would therefore not lower November's reserves.

But set in perspective, the figures confirm that the Bank refused to regard sterling's slide in the ERM as a crisis and were acting accordingly. Last month's intervention was tiny compared with the billions spent monthly keeping the currency down in 1987-88.

As far as market observers concerned, the UK's dirty man of finance is totally erratic.

Stable future seen for unions

British unions will not follow the American path to "virtual oblivion" and union membership will stabilise at about 35 per cent of the workforce, according to Professor Richard Freeman at Harvard University.

Speaking at the Centre for Economic Performance he said that union representation in the UK, about 40 per cent of the workforce, remains at a relatively high historic level and will slip only slightly during the 1990s "to a level comparable to that of Germany."

"British unions have eliminated many of their restrictive practices and British employers do not have the vehement anti-union sentiment of American employers," he said.

Gascoigne may play in Sweden

Paul Gascoigne, the England and Tottenham Hotspur footballer, is playing first class football in March. The midfielder damaged his cruciate ligaments in May's FA Cup final against Nottingham Forest and has not played

And, although he is to prove his fitness in new club before May 31 for his £5.5m transfer to go through, his advisers are confident he will be back in action by March, according to reports.

That could pave the way for a place in England's European Championship squad in Sweden in July.

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ANONYMOUS

BUSINESS AND THE ENVIRONMENT

The UK water industry has embarked on a huge environmental clean-up programme intended to make up for 15 years of under-investment before privatisation and enable Britain to stringent new EC directives on water quality. The industry estimates that its improvement programme to the year 2000 will cost £23bn. Investment in clean water is expected to account for 38 per cent of the total. (Most of the remainder covers sewerage and waste water treatment, reduce pollution of beaches, lakes and rivers.)

The 1990 requires companies to supply "whole-some" water for the domestic purposes of drinking, washing or cooking. Wholesomeness is defined by detailed regulations which incorporate all the standards of the EC Drinking Water Directive and include additional national standards. There are numerical standards for parameters, ranging from aesthetic matters such as colour and clarity to the amount of bacteria, natural minerals and man-made chemicals in the water.

The first report of the government's new Drinking Water Inspectorate, released in July, pleased the industry with its conclusion that "water supplied by all companies was of high quality and much was of exceptionally high quality". Of 3,500 water samples tested during 1990, 99 per cent met the legal standards.

None of the 1 per cent non-compliance was due to water

"As far as water is concerned, the claim that the UK is the dirty man of Europe is totally erroneous".

containing "much lead, nitrate, pesticide, tasting and smelling unpleasant. Even in cases like this, we drink according to the Water Services Association, the body representing the 10 large water companies in England and Wales. The government insists that all British drinking water will meet EC quality standards by 1995.

In turn, environmental pressure groups accuse the government and industry of being complacent. Friends of the Earth says that 100 consumers are supplied with water regularly contaminated beyond the legal limits and that some people will have to wait until

In the first of a series looking at environmental challenges facing the UK water industry, Clive Cookson examines investment in a clean supply

The thirst must be quenched

2002 for their supplies to meet the required standards.

The Centre for the Exploitation of Science and Technology (Cest), based in London, recently carried out an independent evaluation of the water industry. "As far as water is concerned, the claim that the UK is the dirty man of Europe is totally erroneous," it concludes.

The quality of drinking water and rivers compares favourably with the best in the world. The one aspect on which the UK has been backward is bathing beaches and the discharge of raw sewage into the sea via long outfalls.

Even so, the industry plans to invest £23bn over the next 10 years directly on water and a further £10bn on distribution.

The type of treatment required depends on the source of the water. "Groundwater" pumped out of boreholes supplies 28 per cent of Britain's drinking water. This is mainly taken through the ground over many miles until it reaches impervious rock, where it forms an aquifer. Many pollutants have been filtered out naturally, so groundwater is normally purer than water taken from rivers, lakes and reservoirs.

Water from inland rivers generally requires the most extensive treatment.

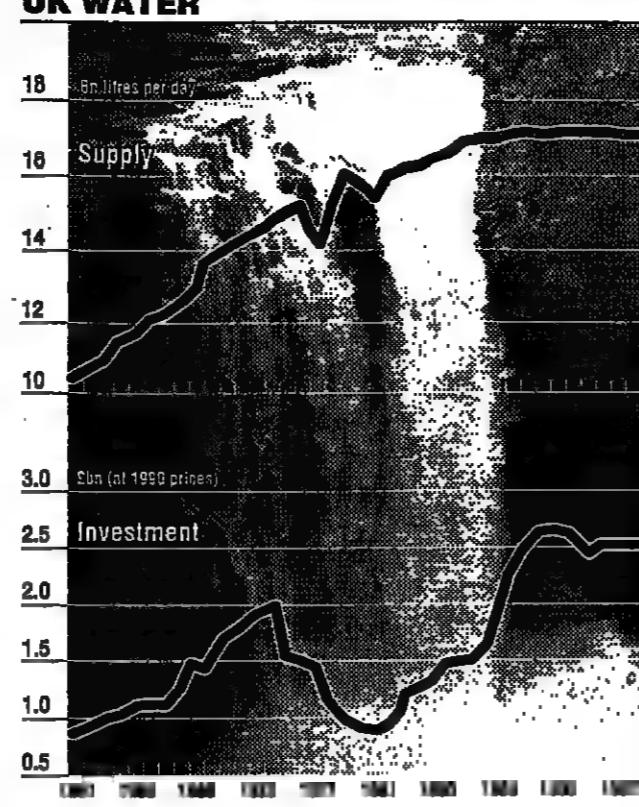
The three most important steps in conventional water treatment are:

• Disinfection. Coagulant chemicals such as aluminium sulphate and ferric sulphate are added to remove impurities from solution. This process produces large particles known as flocs which settle at the bottom of the water, carrying many impurities with them.

• Filtration. The water is either passed rapidly through sand and gravity filters or allowed to trickle through a sand filter.

The latter contains micro-organisms which help to break down impurities.

UK WATER



• Chlorination. Chlorine is added to kill all micro-organisms, and then excess chlorine before the water is pumped out to customers. In any case, it is UK practice to leave low levels of "residual" chlorine in the water, as deal with any bacterial contamination in the distribution system.

Chlorination treatment is, however, unable consistently to bring pesticide levels down to the standard of one part per billion of water required by the EC. This is close to the limit of detection, and is known as a "surrogate zero" or "pseudo-zero". It is equivalent to a jugful of pesticide in the whole UK water supply.

• Clarification. Coagulant chemicals such as aluminium sulphate and ferric sulphate are added to remove impurities from solution. This process produces large particles known as flocs which settle at the bottom of the water, carrying many impurities with them.

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molecular filter, made like charcoal by burning wood and similar materials. It absorbs fragments of organic chemicals including fragments of pesticide molecules that have been broken down by the ozone.

Ozone and activated carbon is a novelty. What is new at Kempton Park is their use in combination with traditional slow sand filters. The pilot plant is experimenting with hydrogen peroxide, another oxidising agent which boosts the ozone.

As well as destroying pesticide residues, ozone and activated carbon is an alternative technique being introduced for the same purpose. For example, Folkestone & District Water Company in Kent has just installed a Hanovia computer-controlled UV disinfection system at its unmannned Drelling pumping station. Graham Cross, the company's engineering manager, says a financial comparison showed that UV would involve higher capital spending but lower running costs than a chlorine chlorination system.

Although ozone and UV reduce the amount of chlorine that has to be added to water, the companies using these new systems still require the precaution of adding a little chlorine to their mains water. A typical chlorine concentration is one part per 10m - about the level at which most people taste it.

Chlorine is seen as a slight health risk in drinking water, as it can give rise to impurities from organo-chlorine compounds which are potential carcinogens. However, most water engineers believe that a hypothetical slight risk of cancer is preferable to the certain risk of infectious disease with unchlorinated supplies. And they point out that most countries have chlorination oriented water standards. In the US, where levels of chlorine are frequently 10 times higher than in the UK.

However, in some parts of Europe - notably Amsterdam - water is dispensed with routine chlorination altogether, though they monitor water quality and add chlorine to the system with chlorine if there are signs of infection. "A lot of people in the water industry regard Amsterdam as being very brave," says Tony Rachwal, water treatment manager at Thames Water research centre.

During the last year, water - filtered and unfiltered tap-water - has come on to the market; the two main brands, Europe and Purfect '95, have built sales of 1.5m litres within a year.

Trading standards officers carry out spot checks on water sold in the shops, but irregularly, according to the local authority.

The source must have been inspected before a licence is granted for the water to be bottled and sold - information given in the application, which requires detailed mineral and organism analysis, is considered sufficient.

The officially recognised analysis

is not likely to be repeated, although producers are required to monitor the water and ensure its content is stable.

Maff says "the onus is on the producer"

to ensure that the source and water conforms with the rules.

The ministry relies on the "quite strict" Food Safety Act, which

Cloudy messages in bottled water

Elisabeth Tacey examines variations in purity

In Italy, France and Belgium each person drinks an average of 100 litres of bottled water a year. In the UK it is nine litres. Yet how many people know that some bottled waters in Europe are not required to be any purer than the water comes out of their taps?

In the UK, water labelled "mineral" has to conform to the Natural Mineral Water Regulations, which comply with the European Community directive as such was drawn up in 1980. The government sources say it is used, how the water should be bottled, what analysis should be carried out and how bottles should be labelled.

Mineral water throughout the EC has to come from a recognised spring, well or bore, and be untreated except for necessary oxygenation followed by filtration or decanting, as long as it does not change the constitution of the water. Chlorine dioxide can be added or removed, but this must be specified on the label. There is a concentration limit set for mineral.

Water does not claim to be mineral, such as "table", "spring" or "purified", can be treated.

In the UK, these rules are only now being incorporated into law, although the Ministry of Agriculture Fisheries and Food (Maff) says producers are already working to the standards in anticipation of them being incorporated in the future.

"People who bottle tap-water," says Michael Jackson of the British Drinks Association (BDA). She had inquiries from people proposing to bottle tap-water, which were known to follow.

During the last year, "purified" water - filtered and unfiltered tap-water - has come on to the market; the two main brands, Europe and Purfect '95, have built sales of 1.5m litres within a year.

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of January 1991.

While the UK Association calls for mineral water to be required to have a higher mineral content compared with other bottled waters, a small body of opinion in the US contends that all minerals in water are harmful and that drinking water should be distilled.

However, Ron Walker, professor of nutrition at the University of Surrey, says there is no evidence that the body cannot take up inorganic minerals. And the Food Safety Advisory Committee, offering independent advice from a panel of food and nutrition experts, reckons that drinking distilled water could be harmful if it leaches minerals out of the body.

According to a survey by John Bradwell Associates, imports of bottled waters into the UK have decreased in the 12 months to June 1991 by 11 per cent. Imports of the non-mineral type, however, have more than doubled in the last half year compared with the same period in 1990. This reveals a sharp increase in imports of mineral water.

Consumers' wants bottled water to be bound by the mineral content regulations - and a minimum mineral content for those defined as mineral waters. In the US, mineral water is excluded from the guidelines for mineral water by the Food and Drug Administration, because the name "explicitly implies a higher mineral content", says the FDA.

The mineral content in mineral water must be stated and must not be above the limits laid down in the Code of Federal Regulations. It must comply with similar regulations in the EC on purity, stability of the water, method and labelling, and the producer must keep records of pollution and micro-organisms.

Gerry Campbell of the International Bottled Water Association, the US trade body, says it has a definition of mineral water with which its members must comply. This means the water must have a mineral content higher than that of other bottled

water.

"One in six people in the US drinks bottled water," says Michael Jackson of the British Drinks Association (BDA). She had inquiries from people proposing to bottle tap-water, which were known to follow.

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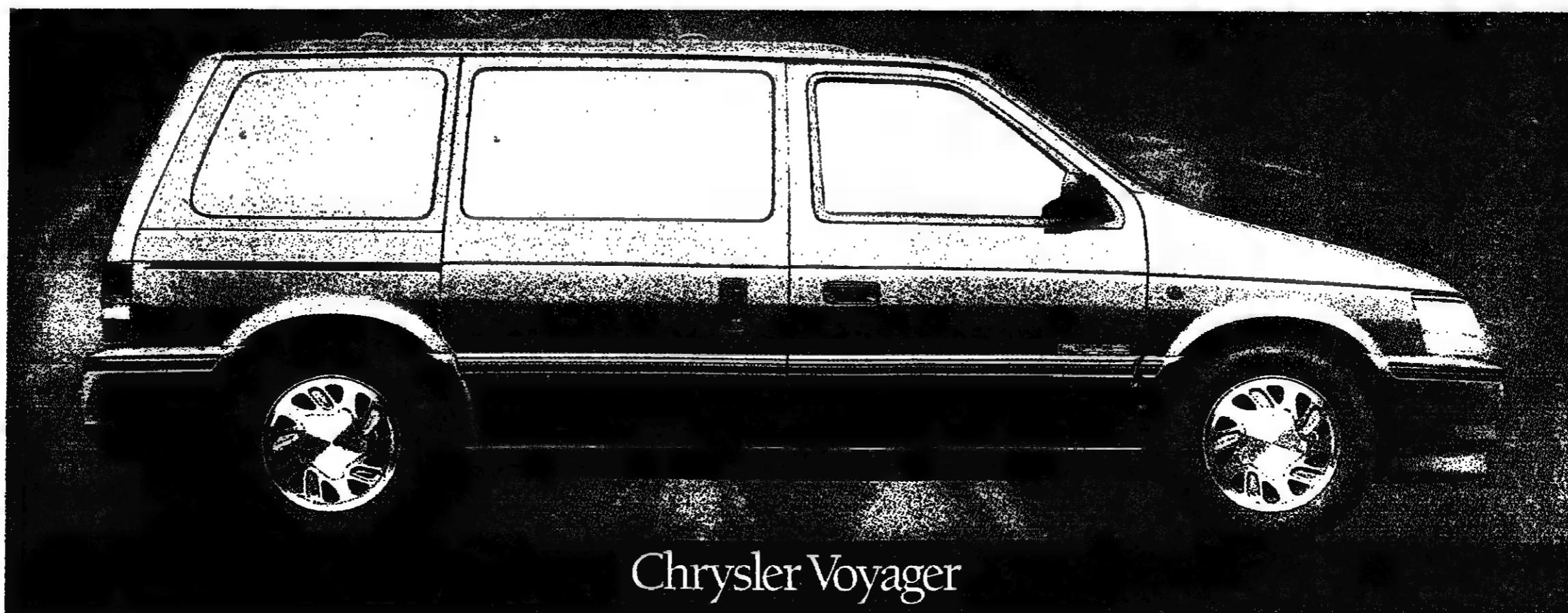
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An Uncommon Addition To The Common Market.

When Chrysler Corporation created the original minivan in 1984, the company introduced to the world a brand new concept: a spacious, comfortable, versatile vehicle that drove and handled like a typical passenger sedan. Over the years, Chrysler has continued to refine the original concept. Today the Chrysler Voyager features the first standard driver's side air bag of any minivan in the world. Also available are microprocessor controlled anti-lock brakes and a technologically advanced all-wheel-drive system. The Voyager's list of standard equipment is comparable to that of a luxury sedan. And the Chrysler minivan still seats up to seven people or accommodates an amazing amount of cargo. The Chrysler Voyager



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CHRYSLER

MANAGEMENT

Time to present a united front

By Christopher Lorenz

Is fast, furious and unforgetting the right way to integrate a newly-acquired "merged" company?

Many experienced purchasers would certainly say so. BT, which is just starting to digest Hawker Siddeley's former empire, operates in this fashion.

So does another successful British conglomerate, Williams Holdings, which is eyeing half-explored entrals of its prey, Racal.

But less experienced would-be players at the top and acquisitions such as British Airways and KLM, Hoesch and Krupp, should think hard before following particular integration routes - whether it be the conglomerates' muscular approach, or the "softly softly" style of more sensitive purchases.

The "right" way after a takeover or merger varies from one to the other depending on a wide range of complex variables, according to a new international study.

This is because the value which can be created by an acquisition depends on the particular mix of "strategic capabilities" which need to be transferred between the two organisations involved, the authors of the study, Philippe Haspelagh of London and David Jonison of the University of Texas.

In an ultra-analytical but nevertheless helpful book about their work, Haspelagh and Jonison advise on how to transfer different types of capability:

- Operating systems (combining resources, sharing production facilities).

- Functional skills (the way a company develops products. Such skills take a long time for a partner to learn).

- General management skills (strategy development, resource allocation, financial control, personnel management). These can be transferred through patient coaching, or mandated for immediate adoption.

On each of these dimensions, the appropriate integration approach will depend on the organisations' have to be against

"Free Press. £18.95. \$29.95 in the US."

"ROGER, take your hands off your pockets." "Don't scratch, Henry." "Michael, stop dancing around." It might have been Joyce Grenfell. But this was no nursery school, it was a Mayfair hotel in which six British managers were being taught how to give a presentation.

At the beginning of the two-day course, each was asked to give a short talk to camera. One had slumped down his back. A second gabbled, another whispered at his shoes, while a fourth stood rooted to the ground, delivering his words in a low monotone.

They were united in a desire to be more confident. All complained that as soon as they faced with an audience, they could not explain themselves properly, were easily nervous or were prone to lose their thread. A man in a construction company said he had been trying to avoid giving presentations, "in the recession we tend to go out and sell these presentations rather than stay".

The key leader, Christina (pictured), is body language. She has shown almost all of the impression that a speaker has on the audience visual. A further 10 per cent comes from the sound of the voice. And the speaker affects for a mere 7 per cent. Clearly, there is no point in staying up all night writing a speech if you do not direct your talk to your trousers and do not stand up straight.

According to Stuart, a Presentasy Training based in north London, there are simple ways to better presentations.

- Eye contact is important of all. Look for a few moments at your speakers in all parts of the room. Do direct your talk to your trousers and do not stand up straight.

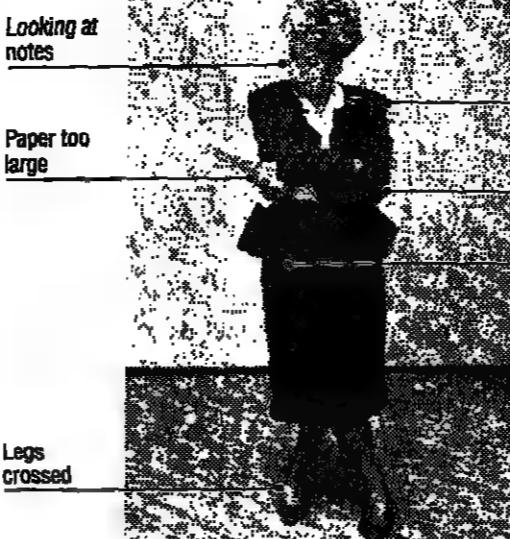
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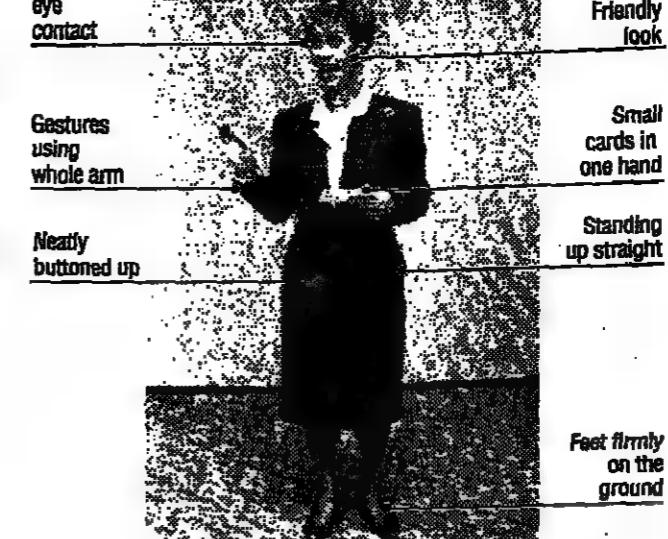
First, take a deep breath

Lucy Kellaway seeks professional advice on how to project herself

GETTING IT ALL WRONG



THE RIGHT APPROACH



Legs crossed

Crossed arms

Paper too large

Jacket undone

Making eye contact

Friendly look

Small cards in one hand

Standing up straight

Neatly buttoned up

Feet firmly on the ground

Stand with both feet rooted to the ground. Push your weight from one foot to another or take refuge behind a lectern as it will undermine your authority. Do not even think about giving a presentation sitting down.

Arms must be used to give a speech. Try to look happy.

Man should have their jacket buttoned up.

Don't jangle the coins in your pocket, scratch your head or push your glasses back up your nose. Instead let your arms hang by your sides, free to make gestures that whole arm.

The man must not be turned down. Turned down, feet firmly on the ground.

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The man must not be turned down. Turned down, feet firmly on the ground.

Man should have their jacket buttoned up.

Stand with both feet rooted to the ground. Push your weight from one foot to another or take refuge behind a lectern as it will undermine your authority. Do not even think about giving a presentation sitting down.

Arms must be used to give a speech. Try to look happy.

Man should have their jacket buttoned up.

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TELEVISION

Why this mindless pandering to 'yoof'?

More and more television journalism appears to be aimed at children, or "kids" as they are called with cloying mieness by the 40-year-olds who run the "yoof" industry. Worse, much journalism assumes that "kids" are not only young and therefore lacking experience of life, but that they are without exception stupid, uneducated, and unable to concentrate on anything for more than 45 seconds. Worst of all is the assumption that "kids" simply won't stay with a programme unless you dub in a dose of mind-numbing monotony.

For far too many television's yoof departments are concerned with the young people who pack the promenades floors of the Albert Hall or sixth form debating societies simply do not exist. If you are a teenager then so far as the yoof merchants are concerned, you must be as thick as short planks and have no music.

That is the whole story. In the week that saw the transmission on BBC2 of the final programme in Norma Percy's outstanding series *The Second Russian Revolution*, it would be disgraceful to pretend that there are no exceptions. This was one of the electrifying bits of television journalism I have seen.

Virtually everybody who

was anybody on either side of

the attempted coup against

was interviewed, from the former KGB chief

Kryuchkov who explained

why extra guards were

needed to protect Gorbachev

chev's villa then cut off all his phones" to the man who climbed up onto the tank as Yeltsin made his inspiring speech of defiance, and smiles ruefully at the camera he remembers worrying about dirtying his white shirt.

This is a remarkable enough programme considered solely as a historical document: it is as though we possessed a film from 1917 showing us not only Lenin, Stalin and Trotsky had to say at the time, but also detailed explanations from Kerensky, Protopopov and Tsar Nicholas of precisely what they were doing.

The description by one of those present of Gorbachev, Raisa and their children sitting on the floor of their gaol, desperately turning the little Sony radio with the fading batteries to improve reception and hear what was happening in Moscow, is utterly gripping. But in addition to the history programme there is an enthralling amount of drama in the shared description from many of the leaders of the race to the dacha to find before the leaders of the coup and could spirit him away.

Much of this might be conveyed in a book, but when the man to Moscow is illustrated with shots of Raisa, armed with a machine gun, peering nervously out of the door of the jet to see which plane of airport, you realise how much better served by newsreels future generations are going to be than we

are. We may tell our audience that the storming of the Winter Palace in 1917 really did look the way it appears in those familiar bits of film but it seems all too likely that the fine directorial hand of Eisenstein lies behind them.

Nor was that the only impressive piece of television journalism we saw last week: there were others as disparate as *Equinox* and *Equinox*. The point is not that all good journalism is derived from television, and a doctor in the studio injected a young woman's lips with collagen, a programme now popular with American wannabes who currently seem to prefer like David Bowie, Mick Jagger (though naturally they don't see in quite the same terms) with their thick protruding lips.

In *The Word* journalism seems to be seen solely in terms of entertainment. The truth is that *DEK II - Reportage* on BBC2 is a more serious approach to journalism, gossip, chat with stars. Not every new series has taken up every constituent of that formula (and the famously unhelpful visual style with irrelevant colour washes, cameras on their sides, captions fighting for attention, and all the other malarkey so beloved of directors) largely abandoned, happily). However,

the most interesting part is the one hand each part is kept very short as though the American spirit of a dragonfly is assumed to be the best. In hand a large proportion of information is contained in a form which any producer will tell you causes trouble and dedicated adult audiences to turn subtiles. It is hard to believe that the BBC really

Terry Christian interviewed and reported on a cancer sufferer Chubby Brown who specialises in such an extent in foul language that nobody will employ him on television, and a doctor in the studio injected a young woman's lips with collagen, a programme now popular with American wannabes who currently seem to prefer like David Bowie, Mick Jagger (though naturally they don't see in quite the same terms) with their thick protruding lips.

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imagines that the audience which wants the bang-bang-bang disco will which they want this programme with which wants to read long screen captions.

Even *DEK II* does not fit from item to item quite as fast as *Silence*'s most recent wildlife series *LifeForce* which on Monday this week dealt with bees, bats, black rats, turtles, holy cows, naked Jain monks, storks, bald bats, catfish, finches, falcons, cats, scarabs, sheep and snakes (Italian and American) in 28 minutes. A similar approach is taken by Channel 4's ancient archaeology series *Down To Earth* which becomes like ping-pong ball from one relief to another from fort to fairy tales about King Arthur, terrified, it seems that we might be saying "Good grief" at item already lasted 55 seconds let's switch over and something more pacific". Naturally, why did the makers of *Down To Earth* imagine we might want to hear pop singer Billy Bragg on the subject of the Cerne Abbas giant? His is hard and the most interesting thing he could have told us is how he chose length colutes.

Channel 4's *4Thought* seemed to be the way to go with the problems of *Marinello* was to mount a spoof game show with a panel of seven "competitors" who were quite unrepresentative of the British population, as shown by the show's phone poll, and who apparently had to compete for anything. When Channel 4 Europe Express *Europe Express* firmly tied to *The Thin Man* with zither music, a reporter standing in Harry Lime's doorway and an interview on the big wheel. There is no reason why they prefer their journalists to be tied to be beamed by television in the press, though it is worth remembering that for *World* has been produced by broadcasters for the real thing.



stunts, pop music and chat: *The Word* presenters Amanda de Cadenet, Terry Christian and Katie Puckrick

report week? Right: zither music, doorway, the lot. Sacher torte too, of course.

There is no reason why they prefer their journalists to be tied to be beamed by television in the beginning, I suspect, to be a valid substitute for the real thing.

Christopher Dunkley

Design for Living

RICHMOND THEATRE

There were not many people at the Richmond Theatre on Monday. The theatre, which was not a bad place to start with, has been lavishly refurbished. Richmond is one of the highest Igs per head of population in the country. *Design for Living* is one of Noel Coward's best plays. The Glasgow Citizens' Theatre, where show this is, has a reputation of being among the best regional theatres in Britain.

The dress circle where I sat was half empty. From there the limited view of the front stalls suggested that they were even emptier and there was not much laughter either.

Yet perhaps the people of Richmond were right to stay away: this is an almost unspeakable production. Coward's play depends on style and wit. The style has been eliminated and some of the best lines omitted. *Design for Living*, you may remember, is about a *menage à trois* extended over time. Gilda, the designer, loves both Leo, the playwright, and Otto, the artist. Leo and Otto also like each other, but can't have Gilda together. The comedy is that they tend to turn up at inconvenient times. It is the eternal triangle. None of the trio much likes outsiders.

Over the years they flit from Paris to London to New York, Gilda sometimes seeking to escape in the end, they fall back into each other's company: artists and free spirits defying the respectability of the world around them. If the original play has a fault, it is that the design is too perfect: understand the basics and you can guess what is coming.

Still, there are pleasures to be had in a train running smoothly and on time. The Glasgow production has none of that. Part of the scene where Gilda is dining alone and Otto turns up to join her is omitted. That means losing one of Coward's most characteristic exchanges. Otto: "Funny, how much in love with you I was."



Lawrence Rodic and Roberta Taylor

Gilda: "We'll have a good laugh when you're in my pudding."

The dropping of Coward's jokes, however, is as nothing compared to the dropping of Coward's style. Not only do his original characters speak well; they also do well. Philip Prose's *Design for Living* has an air of ill-fitting clothes, nearly all black or grey, whether dressing girls or boys. The smart has reduced to a vulgar display of bottles and drinking sherry and brandy from the wrong glasses. Perhaps there is irony here: it is not the irony intended by Coward. In short, it is downright perversity.

Probably the *design* of Richmond right in stay away, though they must have had

superior intelligence to know that in advance. One can only wonder at the mis-match. There is a lovely *design* of suburbia, a *design* with a reputation and one of the finest of English *designs*. Yet nothing in this production brings the components together. There must be some lesson to be drawn when people fall in love, out of curiosity.

The only *design* is Roberta Taylor's detachment as if she wished she were playing under better leadership. An approach to theatre, the performance as a whole is close to suicidal.

Malcolm Rutherford

Malcolm Rutherford

and Lawrence Rodic

Sculpture conserved on Merseyside

Bruce Boucher describes the goings on in an old Great Western Railway shed

Conservation is flavour of the month in big international museums. Highly successful exhibitions are now devoted to it, and the cleaning of any major masterpiece is bound to provoke discussion, if not polemic.

While some museums in this country pay lip service to the role of conservation, the National Museums and Galleries on Merseyside have recognised its importance by starting a new centre which will make Liverpool the focus for sculpture conservation in northern Britain and a serious rival to the national museums in London. The location is the Pier Head of the Albert Dock, already the site of the Maritime Museum and the Tate of the North and earmarked for new museum premises to be created with the support of the Merseyside Development Corporation over the next 20 years.

The first building in a proposed new conservation complex was originally a railway shed, a relic of the heyday of the Great Western Railway 100 years ago. James France, keeper of Conservation for the Merseyside Museums, recognised the building's potential for the conservation of large sculptures and the open space behind the shed will allow construction of a new building comprising some 2500 square metres. Over the next five years, the whole area will be given over to a range of conservation activities reflecting the great variety of Merseyside collections, which range from the Walker and Lady Lever Art Galleries to the Museum of Labour History and the Maritime Museum.

The Merseyside Museums have already pulled off a major *design* by enlisting the services of John Larson and Anne Brodrick, the senior sculptor conservators of the Victoria and Albert Museum and world-recognised experts in their field, as the first conservators for the sculpture centre.

The Henry Moore Foundation in

budget for conservation of the two permanent sculpture conservation posts for three years and then it would consider providing financial aid for students training in sculpture conservation, if not support to Henry Moore.

The rehabilitation of the Great Western shed in Albert Dock provides a flexible open space with adjacent areas for working on a variety of sculptures concurrently: works are also loaded under shelter and then being properly manipulated inside. Visitors to the centre learn about the various problems of sculpture conservation as well as those of paper, painting, ceramics, etc.

Merseyside is the centre for sculpture conservation to develop gradually and will allow for serious scholarly projects to evolve.

Some ideas are now being mooted among them the restoration of the Ince Blundell collection to its original setting, the Pantheon Ince Hall in Liverpool. The Ince Blundell collection is one of

the most famous 18th-century assemblages of antique sculpture in the country, second only to the Townley Collection in British Museum, and has languished in storage for over a generation.

In the creation of Henry Blundell, son of a Roman Catholic land-owning family whose religion prevented him from taking an active role in public life, Blundell maintained close contacts with papal Rome. His interests in classical sculpture were in part compensation for the limited opportunities for his talents in other aspects of English life.

In era of contraction, the boldness of the Merseyside project is heartening, but with 2 million visitors to the Albert Dock a year the complex is every right to be in a bullish mood. The arrival of a sculpture conservation centre is an additional draw and signals a further tilt away from the national museums in London, at a time when the V&A appears to be scaling down its commitment to the field.

BBC Symphony Orchestra

ROYAL FESTIVAL HALL, RADIO 3

On Monday the BBC Symphony Orchestra conducted by Franz Welser-Möst, his second concert with the orchestra in five days. Lopert's review here of Wigglesworth's Mahler 10 was severe - "In many respects a shambles" - and while technically the sequel is more accomplished (the BBCSO seemed to know the scores far better than the Mahler) many of the same shortcomings could still be detected. The programme mainly had a fresh, attractive look: Bartók's *String, Percussion and Celesta* and *Miraculous Mandarin* were separated by Mahler's *Kindertotenlieder* sung by Linda Finnie, who gained steadily after an uncertain start, and have been under-

mined by the instability of the orchestral accompaniments. Franz Welser-Möst's *waltz* and *Silver* was the unlikely finale.

No British orchestra can have played the Bartók scores more often in the last 20 years than the in the strict coaching begun in that repertory by Boulez must still have a residual effect. Wigglesworth was able to approach the basic level of accomplishment, though some of his tempi in the *Mandarin* overtaxed the brass basically, but his conducting rarely managed to capitalise upon it. When the Music for Strings pushed towards its climax it was in the most obvious, excitable way, as the *Miraculous* unfurled its mixture of sex n' vi-

ulence, the episodes coloured brightly enough but remained staid and under-characterised.

It was a pity that the Lehár included in the repertory of the complete *Miraculous Mandarin*; Wigglesworth conducted only the suite from Bartók's ballet, with the ending that anything more abrupt and contrived. And the point of rounding off with that piece of Viennese high seemed tenuous: though the BBC strings tucked into its phrases if they had been starved of real music for too long, the rhythms remained earthbound, learnt by rather than informed by musical instinct.

Andrew Clements

INTERNATIONAL ARTS GUIDE

TEATRI AND MUSICHE

AMSTERDAM

Concertgebouw 20.15 Peter Eötvös and ASKO and Schoenberg Ensemble in music by Orban, Kurtag and Ligeti. Tonight and Fri in the Koninklijk Zaal. Brass Quartet plays string quartets by Haydn, Brahms and Dvorak. Fri, Sat and Sun afternoon in the Concertzaal Chamber Orchestra plays Schubert, Hummel and Brahms (6718 345)

ATHENS

Concert Hall 20.30 Yehudi Menuhin and the Greek Radio Symphony Orchestra and Chorus in the two Michael Concerts. Tonight's programme: Requiem and First Violin Concerto, with Hu Kun. Tomorrow: Menuhin conducts the Symphony No 29 and Requiem. Fri: Myrat conducts a Mozart and Mendelssohn concert. Sat and Sun: Alan Francis conducts the Berlin Symphonic Orchestra in music by Salicatos, Beethoven and Dvorak (722 5511)

BIRMINGHAM

Symphony Hall 19.30 Simon Rattle

conducts the City Birmingham Symphony Orchestra and Chorus in Verdi's Requiem, soloists Gruber, Luciana D'Intino, Dennis O'Neill and John Tomlinson, repeated Sat, Fri and Sun (021-2122 0212)

COLOGNE

Philharmonie Tonight, starting 23.30, is a special midnight heralding tomorrow's anniversary of Mozart's birth. Tomorrow 20.00: Helmuth Rilling and the world premiere of Castiglioni's new orchestral work.

Sun 11.00: Valery Gergiev conducts the Gurzenich Orchestra in Prokofiev's *War and Symphony*.

Openhaus The repertoire is currently restricted to Hansel and Gretel (tomorrow), Jochum Ulrich's Tanz Forum production of Romeo and Juliet (Fri) and Die Zauberflöte (Sat and Sun), with further performances next week. The only other repertoire this month is Mozart's Entführung on Dec 21 and 28 (221 2211 1791)

GENOA

Teatro Carlo Felice 20.30 Puccini's production of Un ballo in maschera, with a cast led by Giuliano Cianelli, Paolo Gavanelli, Katerina Komoun and Vittorio Szymonowicz. Further performances, with alternating casts, on Fri, Sat and Sun (221 8400)

GOETHE

Krystof Penderecki conducts the Frankfurt Symphony Orchestra in Mendelssohn's Funeral music, Piano Concerto No 10 with Tatjana Nikolaeava and Nielsen'sinch

FRANKFURT

Alte Oper 20.30 Krystof Penderecki conducts the Frankfurt Symphony Orchestra in Symphony

and Pendericki's Concerto, Christiane Edinger, repeated Fri and Sat (061 921 2121)

HAMBURG

Staatsoper Marco Arntz's new production of Don Giovanni, with Yuri Ahronovich conducting the Hamburg Opera Orchestra in Dvorak's Stabat Mater. Sun 19.00: René Pechchoux conducts a new performance of Mozart's La Clemenza di Tito (1540 400)

Opernhaus 19.00: Helmut Rilling

Tomorrow: Eugene Onegin. Fri: Shostakovich's The Nose. Sat: Lohengrin. Sun: Balanchine by Forsythe (236061)

GENEVA

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FINANCIAL TIMES

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Wednesday December 4 1991

Major and the social charter

IT HAS long been evident that social policy will be one of Mr Major's problems at the Maastricht summit.

Ever since Mrs Thatcher, in December, refused to sign the EC social charter, it has been an issue of Downing Street that implementing it would amount to "socialism by the back door". Having fought for every trench in ministerial council, Britain now has a flanking manoeuvre to bring EC employment policy within the zone of qualified majority voting, thus hinging the fate of all its hedges.

Mrs Thatcher has got much of what is proposed in Brussels. The EC may have stopped worrying about Eurosclerosis, but it still has, compared with key competitors, a labour market whose ability to import flexibility, via immigration, is under challenge for the first time. It is pre-emptive importance, in the council, making the question of qualified majority versus unanimous voting less critical.

Mr Major's aim at Maastricht should be to accept an extension of majority voting in return for a more precise treaty to reflect the community's ambitions. This approach would curtail the commission's role for setting up important social rules under the banner of health and safety in order to sidestep a British veto. Debating working hours, ministers did yesterday, as if they are a health and safety issue, and only constitutionally disingenuous, it creates an atmosphere of alarm inappropriate to the subject.

In principle, however, there is no reason why the EC should not insist that a worker should be forced to work more than, say, 40 hours a week, and, equally, that a worker should be prevented from exercising his freedom to do so. This would have the effect of stating a guideline, while leaving members free to implement it into national law and practice. The same goes for the managerially desirable goal of encouraging companies to communicate with their workers.

It is time for Britain to look the bogeyman of the social action programme in the eye and say: "booo!"

Positive reasons

But there are also more positive reasons for a stance. A constructive debate is more likely to lead to evolution; good pointers on the way the UK has fought for the principles of common sense and the removal of control policy.

Takeovers, Euro-style

THE EXCESSES of the takeover boom of the 1980s were no great concern for the Anglo-Saxon market in corporate control. But the continental European tyre Pirelli and Continental does suggest these things are handled better elsewhere.

After the announcement this week of Pirelli's retreat, excess capacity in the tyre market will continue to be a nagging problem for leading companies in the industry both in and out of Europe. The combatants in the acrimonious courtship of the employees have good reason to be worried about the employers taking them.

As shareholders, the battle has revealed once again the high price that minorities are often obliged to pay for their participation in markets dominated by insiders. It was a long and dirty fight from which emerged with credit.

The case that is a German-style capital market on the assumption that the pressure from predators' provides a more helpful climate for long-term investment in which banks, related firms and employees all play a constructive part.

There is a predisposition in Germany to place emphasis on product quality and market share rather than shareholder dividends. Dividend payout levels tend to be around a third of those that apply in Britain; and the evidence suggests that German companies are far more inclined to cut the dividend in hard times than to reduce capital investment.

Great merit

Whether this system, in which ownership and control rests in most cases with insiders, is quite as consensual as it is sometimes made out to be is a moot point. Its great and widely acknowledged merit is that the banks will stand by their clients in bad times and play a more active part in corporate restructuring than their Anglo-Saxon equivalents. The drawback is that it appears to deliver slow and ineffective answers to problems of overcapacity and industrial decline, especially when

It was a day which the Soviet Union could really be said to have ceased to exist. On that day, the result of the Ukrainian election struck home to the world and to the former union. Any notion that recognition of the new republic of the Ukraine would be withheld in favour of continuing support for the "centre", and President Mikhail Gorbachev, disappeared. Mr Gorbachev himself appeared nationwide television to warn of "catastrophe" if the disintegration already under way were to take place. Even India, long a loyal friend of the Soviet Union, announced it was establishing direct links with Soviet republics of "increasing problems in mutual relations" with the centre. In Havana, President Fidel Castro said gloomily that "witnessing catastrophe in the Soviet Union, it is our duty not to do something that is not needed by anyone".

Mr Gorbachev's appeal to the republican parliaments to sign the union treaty, repeated on television last night, used the same, inflated language as did his foreign minister, Mr Eduard Shevardnadze, and his "prime minister" (chairman of the Inter-republican Economic Committee), Mr Ivan Silayev. All have warned of coups, inter-republican and inter-ethnic conflicts on a grand scale, even the threat of nuclear exchanges. Economic disaster is treated as so obvious it hardly needs to be mentioned. It is hard to see how much more blood-curdling they can be in their pursuit of the union treaty - now agreed in principle (but not even finalised) by only seven of the 12 republics, and awaiting ratification by the parliaments to whom Mr Gorbachev directed his appeal.

It will fall on ears already deafened by such rhetoric over many months, and on legislators who, in many republics, regard the union as something to flee from. The Ukraine is in the first flush of its independence, has recognition from Canada and will get it from the US and western European states. Moldova and Georgia pursue their own, increasingly tense and (in Georgia's case) bloody routes to independence. And while the other states may be prepared to give grudging assent to a confederation, they are now being forced into an independence they do not want by the actions of Russia: the republic that is much the biggest in the disintegrating union has embarked on its own course of economic reform using what is left of the central institutions as its levers.

Foreign experts working with the new Russian government, headed by President Boris Yeltsin, say they are shocked by the extent to which Mr Gorbachev has disappeared from the day-to-day calculations of "We hardly care", said one yesterday. Away from the kindly support of fellow presidents such as Mr George Bush or Mr Francois Mitterrand, Mr Gorbachev appears shrunk, his appeals a thin wall against a howling wind. Even the supportive Mr Nursultan Nazarbayev, newly elected as president of Kazakhstan, said on Monday that Kazakhstan was prepared for full autonomy if the union could not be made to hold.

This is a pity, for Mr Gorbachev's warnings are more than mere rhetoric. It is clear that the Soviet Union stands on a terrifying precipice and given size and arms - it could not much down with it if and when it falls. Second, perhaps better executed coup is unlikely only because of the situation which would presumably have to be organised if coup leaders tried - as the last ones did - to restore the pow-

er.

How likely is it that we will see a man or men on white horses, riding in to save the Soviet Union from implosion and explosion? Mr Gorbachev, in an interview with Literatur-

John Lloyd says
Ukrainian independence
is the end for Gorbachev

USSR RIP



Gorbachev, maker of history: nothing to look forward to

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The military is in a feverish

Mikhail Gorbachev has not been able to escape the iron law of politics - that every politician's life ends in failure

ers and authority of the union. Yet such leaders could take their text from Mr Gorbachev himself. If the present scale and speed of disintegration is really leading to the consequences which he forecast last night, if the rest of the world is now in the kind of danger which he says it is, then it would not just be a patriotic duty to restore order, but an "internationalist" one as well, in the proper sense of that word.

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state. There has been no post-coup purge of any dimension: officers who were sympathetic to the aims of the coup remain in place, or have been moved sideways. Not yet able to cope with the effects of being pushed out of control and east-south Europe, it faces demands from a number of republics - the newly independent Baltics, but also Ukraine, Georgia and Azerbaijan - that it hand over its bases and property on their territory and push on. On Monday, Mr Gaidar, chairman of the Lithuanian Supreme Soviet, ordered an immediate transfer of assets from the armed forces to his republic and suggested it was

no longer compulsory for the Lithuanian authorities to supply military bases with water. He was speaking after the adoption of a law on "the unlawful possession by Soviet armed forces of property on the territory of the Lithuanian republic".

It is courting conflagration, and the army, cowed since the coup, has begun to answer back. Two weeks ago, a statement from the ministries of defence and internal affairs warned that any attacks on bases anywhere, would be fought off with the use of force, a line which contradicted the earlier emollient of Mr Yevgeny Shaposhnikov, the defence minister, and suggested that he is not fully in control.

The question of control - as Mr Gorbachev put it last night, the crisis of the state - underlies everything. The evaporation of power at the centre has not meant that it has passed to the republics. Even the apparently dominant figure of Mr Yeltsin is now being challenged, though so far not formally, by his own vice-president, Mr Alexander Rukshin.

Mr Rukshin, opposed to rapid price liberalisation and favouring a crackdown on rebellious Russian republics, has practically disappeared within it. The latter was abandoned by the BBC in its quest of communism. No one wanted to read a paper called Marxism Today any more, he claims. Certainly Mr Jacques had long ceased to want to edit it. He has had perhaps as even harder time than some of his best friends knew. In the early 1980s he considered running for general secretary of the British Communist party. He was a post-1988 entrant; that is, after the Soviet invasion of Czechoslovakia. Without Marxism Today, he says, there might have been virtually no British Communist party in the 1970s to speak of. What interested him was Euro-communism and the attempt by international parties, notably the Italian, to loosen the shackles with Moscow and move virtually no British Communists to the US as in Britain. Some debates - such as Anthony Crosland on the future of socialism or Nancy Mitford on "U" and "non-U" - might never have taken place in such a lively form without it.

Encounter folded for lack of funds. It was almost saved at the last minute by an American institution which then backed out because there was not even a small financial contribution forthcoming from Europe. Marxism Today wound up because it was an idea whose time had past. The two magazines had completely different ideologies, yet they had one thing in common: they were papers for which intellectuals could write freely, not necessarily of great length, but longer than they could in a newspaper and reaching a wider public than through an academic journal.

Some of the literary reviews, such as the New York Review of Books and the revamped Times Literary Supplement, try to plug the gap. But there is a limit to what can be done in book review form, and large numbers of subjects will now be uncovered in the traditional form of the intellectual magazine for general readers. The main sufferer will be politics in its widest sense. Writers like Mr Hobsbawm and Mr Marquand have lost their outlets. One wonders who will pick up the baton and create a new international Encounter Today.

Marxism yesterday

Malcolm Rutherford on a magazine whose time has passed

The final issue of Marxism Today, known until very recently as "the theoretical and discussion journal of the Communist party", appears this morning. As had become its wont, it is a glossy affair with articles by intellectuals such as Mr Eric Hobsbawm and Mr David Hobsbawm and farewells tributes by Sir Peregrine Worsthorne, the former editor of the Sunday Telegraph. You can probably buy it at WH Smith, which indeed is where the magazine made its breakthrough on to the respectable bookstands in 1980.

Not too much significance should be read into its departure. Mr Gorbachev put it last night, the crisis of the state - underlies everything. The evaporation of power at the centre has not meant that it has passed to the republics. Even the apparently dominant figure of Mr Yeltsin is now being challenged, though so far not formally, by his own vice-president, Mr Alexander Rukshin.

Mr Rukshin, opposed to rapid price liberalisation and favouring a crackdown on rebellious Russian republics, has practically disappeared within it. The latter was abandoned by the BBC in its quest of communism. No one wanted to read a paper called Marxism Today any more, he claims. Certainly Mr Jacques had long ceased to want to edit it. He has had perhaps as even harder time than some of his best friends knew. In the early 1980s he considered running for general secretary of the British Communist party. He was a post-1988 entrant; that is, after the Soviet invasion of Czechoslovakia. Without Marxism Today, he says, there might have been virtually no British Communists to the US as in Britain. Some debates - such as Anthony Crosland on the future of socialism or Nancy Mitford on "U" and "non-U" - might never have taken place in such a lively form without it.

Encounter folded for lack of funds. It was almost saved at the last minute by an American institution which then backed out because there was not even a small financial contribution forthcoming from Europe. Marxism Today wound up because it was an idea whose time had past. The two magazines had completely different ideologies, yet they had one thing in common: they were papers for which intellectuals could write freely, not necessarily of great length, but longer than they could in a newspaper and reaching a wider public than through an academic journal.

Some of the literary reviews, such as the New York Review of Books and the revamped Times Literary Supplement, try to plug the gap. But there is a limit to what can be done in book review form, and large numbers of subjects will now be uncovered in the traditional form of the intellectual magazine for general readers. The main sufferer will be politics in its widest sense. Writers like Mr Hobsbawm and Mr Marquand have lost their outlets. One wonders who will pick up the baton and create a new international Encounter Today.

Waiting in the wings

One of Downing Street's grandest appointments, special adviser to the prime minister on foreign affairs, is to go to Sir Rodric Braithwaite, the modest, musical diplomat who has been ambassador to the Soviet Union since 1988.

Number 10 has kept its plan secret as, strictly speaking, the job of special adviser is to "lapse" at the general election. But if John Major wins, Sir Rodric - who retires in May - has been lined up to take over from Sir Percy Cradock, the China specialist who has done the job for over five years.

It is all part of a planned revamp of the PM's team. When Mrs Thatcher was in charge, Sir Charles Powell, her private secretary, behaved like a foreign policy supremo. But this is a role that Stephen Wall, Major's private secretary, has shown no relish for.

Sir Rodric could find himself inheriting some of Sir Charles' influence. His achievements, even in Foreign Office terms, are more than usually remarkable. The least pugnacious of diplomats, he will find himself whispering in John Major's ear as soon as the UK assumes presidency of the European Commission at the middle of next year.

Also, he will become one of the select few to bypass the strict FO retirement-at-60 rule. Sir Nicholas Henderson was pulled from retirement in 1979 to go to Washington; but a better precedent for Sir Rodric is Sir Anthony Parsons, who became the PM's adviser on foreign affairs after retiring in 1982.

Dynamo Ken

Plenty of British parents will sympathise with Kenneth Clarke's bid to roll back the child-centred education revolution launched by the Plowden Report

OBSERVER

in 1987. But estimable though the education secretary's objectives are, it does seem somewhat perfunctory to give the report team just two months to complete their work. Lady Plowden's committee took nine years to reach their conclusions, no doubt one reason why they were so influential on education professionals.

It also seems strange that the future education of Britain's tots should be left to three men - especially given the prime minister's declared intention of bringing forward more women in senior posts in the public service. Or does Mr Clarke believe that women like Lady Plowden are too soft for the nation's good?

Just how far the Brits lag behind the chisel of technological innovation - Japan - is established by a glimpse of the hit products in the two countries. Whilst personalised karaoke sets are among the more popular items for the person who has everything (save dignity, perhaps) in Rome this year, they come nowhere on this past year's five raves in Tokyo.

You have to go back to 1982 to find karaoke sets mentioned as popular buys, when fed behind soy milk, delance instant noodles, mini skirts and personal computers in hit list.

While luxury beer, Italian restaurants and disposable cameras came in the Japanese top 20 in 1980, this year's more popular joys have included recycled paper and goods, banana-based food and drinks, luxury chocolates and mini-drinks for hangovers. With some 60 per cent of Japanese men over 20 drinking alcohol every day, Rohto Pharmaceutical's hair-of-the-dog tonics notched up Y50bn (£2.17m) within four months of launch



I dreamt Kenneth Baker resigned and replaced Terry Wogan

this year, doubling initial projections.

Presumably the boom in personal fax sales - some 1.8m will be bought by Japanese in 1991 - will help out those who find the pick-me-up insufficient for a quick start to the busy working day.

Open up
No one seems to remember if Lord Hanson and his team have ever held a public press conference, rather than a private briefing. Today, Britain's seventh biggest company, employing over 80,000 people worldwide, will publish its full year results and as usual it passes up a golden opportunity to explain itself to the media at large.

No doubt there are good reasons why Hanson feels it better to communicate in private with the press and the investment community. For a start, a public press conference would probably be hijacked by lots of irritating questions about corporate governance, about the low level of British interest in the EC. But Observer suspects not.

race horses and such like, diverting attention from the success of the group's underlying business.

Nevertheless, among the dozen biggest companies in Britain, only Hanson and Guinness, do not have an annual press conference on their results. Perhaps they should, if only to convince people that they have nothing to hide.

Big companies should be able to put up with the occasional silly question.

Final offer

Anybody interested in buying a second hand sports car from the president of Argentina?

Carlos Menem is trying to unload a flashy Ferrari 348 and is considering any offer over \$100,000. Menem was given the car a year ago by Italian businessman wanting to do deals in Argentina. He couldn't understand what the fuss was all about when the press demanded he donate the car to charity.

But now he has changed his mind and agreed to auction the car and give the money to an unspecified good cause. The only problem is the price. When he first tried to sell the Ferrari in May, no one felt like paying the \$120,000 reserve price for a car worth only \$70,000. This time he is asking lower, setting a minimum of \$100,000.

Bids by one o'clock tomorrow please, to Banco la Ciudad de Buenos Aires, Calle Esmeralda 660.

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INTERNATIONAL COMPANIES AND FINANCE

La Général mine group unveils restructure plan

By Kenneth Gooding, Mining Correspondent, in London

ACEC-UNION Minière, the non-ferrous metals business 82 per cent-owned by Société Générale de Belgique, yesterday unveiled a BFr4.6bn (\$72m) restructuring programme which includes the closure of zinc smelter Owerpelt in Belgium.

Mr Jean-Pierre Rodier, who took over as chief executive this year, said restructuring and expected losses would hit Acec-UM's net loss for 1991 at BFr4.9bn.

Last year the company, formed in 1989 which produced some of Europe's biggest integrated metals businesses, made BFr3.82bn net profit.

However, the restructuring would result in an annual BFr1.2bn and cut out 1,000 jobs from Owerpelt, which were running at BFr500m at present zinc prices, said Acec-UM.

Expected "at full cruising speed" again in 1992 when

equity should from the group of per cent in its component companies between 11 and 11 per cent.

The group will cut about 1,000 jobs in Belgium, France and Sweden over the next months. Nearly 500 will come from its smelter.

Mr Rodier said Acec-UM, the world's biggest zinc metal producer with capacity of 400,000 tonnes, would contribute to restoring the balance between supply and demand in the zinc market by closing Owerpelt early next year, instead of in 1993, and by delaying the construction of a new smelter at Balen, Belgium, until 1995.

Zinc consumption is not growing any more capacity being built in other areas and the market cannot take new capacity," he said.

Owerpelt's closure will remove 100,000 tonnes, 2

zinc metal per year, he said. This represented about half the current world overcapacity.

Zinc is mainly used for galvanising steel. Prices have been affected by the steep drop in demand from the construction and industries.

Statistics from the International Lead & Zinc Study Group show that, in the first nine months of this year, zinc consumption fell by 11 per cent to 3.865m tonnes compared with the same period in 1990, while production increased by more than 11 per cent to 4.05m tonnes.

Nearly all the surplus has been shipped to London Metal Exchange stocks, where it is highly visible and has depressed prices for this year. Analysts expect that further producer would result in the market boost prices.

Independence retained at Celatoise

By Alan Rawsthorn in Paris

CELATOISE, France's sole baby's nappy manufacturer, has retained its independence with the appointment of Mr Michel Mignard as president.

The company for time been in discussions with the Cognac family which has industrial interests in Columbia. The Cognacs said that they had withdrawn from negotiations with Celatoise.

For years, Celatoise has struggled against multinational groups, notably Procter & Gamble, of the US, and Mölnlycke of Sweden, in the increasingly competitive European market.

Celatoise went into receivership in 1987 but has returned to profit since its rescue by Cognac holding company.

The company, which is still a significant player in own-label nappies, made profits of FF160m in 1990.

Procordia drugs arm to buy control of Pierrel

By Robert Taylor in Stockholm

KABI PHARMACIA, the pharmaceuticals arm of Procordia, is acquiring for Skr500m the controlling interest held by the Swedish company, Ferventa, in Pierrel, the pharmaceutical group.

The combination of Kabi and Kabl's existing subsidiary in Italy will form one of the group's largest operations outside its home base, with estimated annual sales of Skr1bn.

As part of the acquisition, Kabl's Pharmacia will own 51 per cent of the voting rights and 71 per cent of the shares in the Italian company.

The deal is subject to approval from the Italian anti-trust authorities.

At the same time, the Swedish group also announced it wanted to form a strategic alliance with Zambon, the Italian pharmaceutical group, and did not rule out the group's involvement with the

acquisition. Mr Jan Ekberg, Kabl's president, said his company regarded the French purchase as "a long-term investment of great strategic importance".

"Kabi must be seriously confident of finding a buyer for our downstream assets or they wouldn't have offered cash," said Mr Nick Clayton, analyst at Smith New Court.

Lex, Page 11

Pierrel was acquired by Ferventa in 1986. It is expected to make a profit this financial year, of Skr1bn. In fact, the Italian company has been co-operating with Ferventa for the past 10 years, since it became a distributor for a number of its products.

Mr Giovanni Soro, Pierrel's president, said the deal "is believed to be in the best interest of all the parties concerned."

Pierrel would provide strong market organisation for the Italian concern. In return, would enjoy access to an international marketing network, strong products and valuable competence".

This announcement appears as a matter of record only.



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December 1991

Lasmo sweetens offer for Ultramar

By Deborah Hargreaves in London

Pirelli falls into a hidden chasm

LESS THAN 700km separate Milan, the home of Pirelli, the Italian cables and tyres group, from the Frankfurt headquarters of Deutsche Bank, Germany's biggest financial institution, which exerts a dominant influence over the Continental tyre concern.

Yet, as Pirelli's abortive bid for Continental shows, the distance could be 10 times as great, given the misunderstandings and diverging business practices that largely explain why the transaction failed.

Differing practices also underlie the many criticisms of Pirelli by parts of the shareholders, particularly in Italy. Selling

the company's shares has triggered a 30 per cent fall in its share price in the past days.

Pirelli shareholders and the foreign analysts who follow the company have been enraged by its denials that it has indemnities in its favour in the Continental bid. Such indemnities, long suspected but finally revealed Saturday, which account for the bulk of Pirelli's huge £570m bid, were almost dry.

Once a byword of northern Italy's industrial aristocracy, the company has a sackful of mistrust.

Pirelli's problem in trying to be clever and naive at the same time. That apparently contradictory mixture may also serve as a stark lesson in trying to forge cross-border alliances in Europe.

Trying to be clever for

good is evident in Pirelli's opening bid for Continental in September 1990. The proposal involved a convoluted structure in which Continental would effectively have had to issue a huge amount of debt to take over the group via a reverse takeover of Pirelli's Netherlands-quoted subsidiary.

Whatever the substance of those claims, Pirelli's mistake, exacerbated by its reluctance

to support it, was to believe that the "independencies" offered to its domestic allies.

For more than 14 months, the company denied any deal with the group of predominantly Italian supporters, led by Mediobanca, which had bought stakes in Continental to support the bid.

The legal situation regarding such a structure is unclear. "Consent parties" are forbidden in the UK, but they are acceptable in Italy. Selling

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Trying to be clever for

Skopbank rescue could cost FM14bn

THE BANK of Finland is restructuring Skopbank, the country's third biggest commercial bank, by removing its largest risk exposure from the balance sheet, writes Deborah Taylor.

The row came after the Bank of Finland last September took control of Skopbank as a financial difficulties mounted. It became clear yesterday that saving Skopbank could amount to FM14bn (\$720m).

The central bank said it was impossible to estimate how

Skopbank's viability would be until all the results from 1991 were known. It added, however, that despite this, Tampella would acquire the outstanding loans granted by Skopbank and its subsidiaries by the end of the year.

The Bank of Finland said its holding company, Spoldum Oy, would acquire, for a nominal amount, the share capital of the Skopbank part of Skopbank and assume responsibility for FM14bn (\$720m).

Spoldum Oy is also bidding for most of the real estate owned

by Skopbank, which totals FM4.45bn. On top of this, Solidum Oy, another Bank of Finland holding company, is preparing to convert around FM2bn, and less, in its debt burden into a future need to save Skopbank's problems.

Last night Tampella said the Bank of Finland's measures would bolster its financial structure by around FM2bn, and less, in its debt burden into a future need to save Skopbank's problems.

The Bank of Finland said it would record a loss for 1991.

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The following acted as Financial Advisers to NCM Holding N.V.

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To the offer:

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INTERNATIONAL COMPANIES AND FINANCE

Canada starts race to deregulation

Bernard Simon on plans for more competition in financial services

THE starter's gun is about to go off for ramifications free-for-all in Canada's financial services.

Within the next few weeks, parliament is likely to approve a package of four bills which will tear down many of the barriers which for years have kept financial institutions in four nest compartments — banks, trust companies, insurance underwriters and securities firms.

Ownership of securities firms was opened to outsiders in 1987. The legislation will make it possible for banks to own insurance companies and to enter fiduciary services, such as estates administration, by acquiring trust companies.

The banks will be relieved of their obligation to hold non-interest bearing deposits with the Bank of Canada.

Trust companies will be given virtually the same lending and deposit-taking powers as banks.

Insurers will be able to sell products of other financial institutions and will have considerably wider commercial lending powers. Amendments to the Insurance Act will also make it easier for mutual insurers to convert to stockholder-owned companies.

A clause added recently during parliamentary committee hearings will give banks, trusts and insurers more freedom to form joint ventures with each other and with non-financial institutions.

The changes in prospect are prompting many financial institutions to take a close look at corporate strategies. Mr Dennis Madden, a Toronto financial services consultant, says: "Every management

team has to rethink what business it's in, what business it wants to be in, and what business it does well."

The new laws will considerably tighten corporate governance. The boards of all federally-regulated financial institutions will be required to set up audit and conduct review committees with a majority of non-executive directors. One particularly broad provision requires auditors to notify the chief executive of any matter which may harm the well-being of the company.

Jockeying for position among financial institutions has already started. Mr John Cleghorn, president of Royal Bank of Canada, the biggest bank, said recently, "Our focus is to expand beyond traditional banking frontiers and to become a broadly based supplier of financial services." Royal is especially interested in retirement planning and insurance, reasoning that the baby-boom generation is moving away from borrowing and spending.

Royal has already signed a conditional agreement to acquire a small trust company. It is expanding its investment management business and makes no secret of plans to be a leading force in insurance.

By contrast, Bank of Montreal has put out the word that it has little interest in insurance. One benefit has been to attract the banking business of

insurance companies which are reluctant to bare their innermost secrets to a bank which may end up controlling one of their competitors.

The two biggest life insurers, Sun Life of Canada and Manulife Financial — formerly Manufacturers Life — have become increasingly active in the trust business. Several life offices are expected to demutualise over the next few years. The trust companies, whose business centres on mortgage lending and fiduciary services, are more likely to be targets than predators. With the exception of the two biggest trusts, Canada Trust and Royal Trust, they do not have the branch

determining just how far one type of financial institution can spread its wings.

A special interest is precisely how Ottawa plans to regulate the entry by deposit-taking institutions into insurance. Strong lobbying by the insurance industry has persuaded the government to retain curbs on the retailing of insurance by banks and trust companies.

Insurance agents and brokers say that they could put out of business if the banks are able to use their branch networks to sell insurance. The banks will also be barred from passing on certain information about their customers to their insurance subsidiaries.

However, Mr Cleghorn describes the curbs as "impediments, rather than insurmountable obstacles". Mr Cleghorn says Royal Bank will sell life, accident, health and pension policies through distribution techniques. Already, several banks have formed loose marketing alliances with insurers, allowing them, for instance, to include promotions for home-insurance policies in the same envelope as monthly bank statements.

Mr Robert Korthals, president of Toronto-Dominion Bank, says: "The banks will sell more insurance than the insurance industry will sell deposit products." While that may be so, each group is likely to have winners and losers.

Certainly the major domestic banks, 70 foreign banks, 70 trust companies, 170 life companies and 120 property and casualty insurers will shrink once the tide of acquisitions and mergers has rolled on.

Every management has to rethink what business it's in, what business it wants to be in, and what it does well.

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More important, the authorities have yet to gazette the administrative regulations which will play a key part in

More NTT shares for sale

By Robert Thomson in Tokyo

JAPAN'S Ministry of Finance yesterday announced that it is determined to release another tranche of shares this financial year of Nippon Telegraph and Telephone (NTT), the telecommunications utility.

This is in spite of fears that the ailing Tokyo stock market will be unable to digest the 500,000 new shares, equivalent to 3.2 per cent of the shares in issue.

Mr Tatsuro Hata, the finance minister, yesterday told a parliamentary finance committee that the shares would be released by the end of March, though he agreed that the weakness of the Tokyo market and of NTT's share price will mean that the sales will not come, as previously scheduled, until the end of the calendar year.

The NTT share price is a sensitive political issue in Japan because many of the group's shareholders are individual investors now sitting on large paper losses in the private company. The shares were originally issued at Y1.6m in 1971 and quickly peaked at Y3.15m in September, so you have to have doubts about its ability to cope with almost

low. Investors had presumed government backing of the NTT issue would ensure a healthy share price, but the company's link to the Recruit bribery scandal and the recent Tokyo market test year have seen NTT share remain far below their peak.

The prospect of a new issue has angered already disgruntled investors who argue the government should wait until the economy recovers before the release of the shares. The government still owns 50 per cent of the company and is required by law to hold at least one-third of the shares.

There have been unofficial reports in recent weeks that the government would delay the release indefinitely, but Mr Hata, the ministry faces a growing budget deficit, yesterday said that the sale will go ahead.

The market handled a Y1.5m (\$2.77m) in shares in October and only Y270m in September, so you have to have doubts about its ability to cope with almost

the market handled a Y1.5m (\$2.77m) in shares in October and only Y270m in September, so you have to have doubts about its ability to cope with almost

ASC starts Adsteam share dealing cases

THE Australian Securities Commission (ASC) yesterday started legal action in the Federal Court alleging illegal dealing by former director of the Adelaide Steamship (Adsteam) group, writes Kevin Brown in Sydney.

The ASC is alleged to have sold Adsteam shares in 1989 and 1990 to Mr Alan Spalvin, the group's former managing director, and Mr Michael Kent, the group's former director. Both men have since left Adsteam. According to the ASC, Mr Spalvin and Mr Kent committed the impropriety by facilitating a restructuring plan.

According to the ASC, Mr Spalvin and Mr Kent, commissioners of the Australian Stock Exchange, David Jones and other members of the Adsteam group, an associated company.

The ASC says its investigation shows that payments of US\$3.8m were made by Jaffers, a UK company owned by Adsteam, David Jones and other members of the Adsteam group.

The ASC alleges the circumstances of the transaction, and the treatment of the profits, constituted breaches of the law by Mr Spalvin and Mr Kent as



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London SE1 9HL.

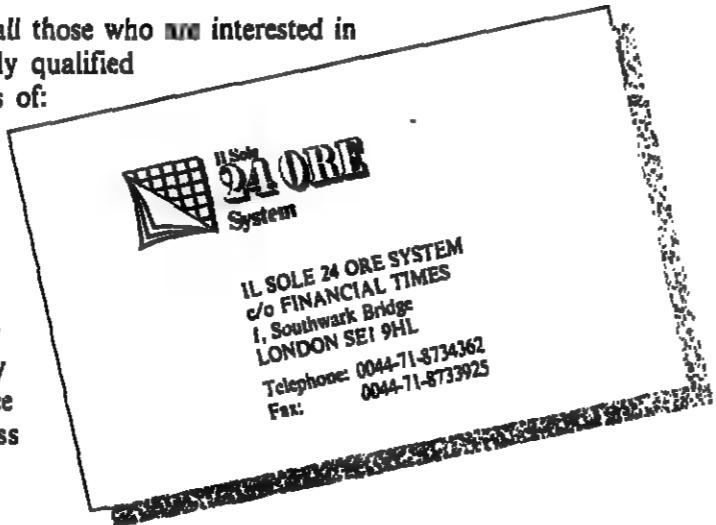
NGC Settlements Limited
Unibank

AS OF TODAY THE BEST OF ITALY IS IN LONDON

This announcement is addressed to all those who are interested in communicating with the most highly qualified Italian readership through the pages of:

IL SOLE 24 ORE, the leading Italian daily read by 77% of Italian businessmen, and **MONDO ECONOMICO**, the most important business reading among weeklies in Italy (EBRS 1991).

As of the 2nd of January **IL SOLE 24 ORE** business executives can get in touch directly with Maya Biltso at the London Office for any information and business negotiations.



NOTICE OF REDEMPTION

To the Holders of

GFC International Finance N.V.

US\$100,000,000

10 1/4% Guaranteed Debentures Due 1995

(Unconditionally Guaranteed by General Foods Corporation)

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the 10 1/4% Guaranteed Debentures due 1995 ("the Debentures") of GFC International Finance N.V. (the "Company") and Article 4(d) of the Fiscal Agency Agreement dated as of January 15, 1991 between the Company, General Foods Corporation, Guarantor and Morgan Guaranty Trust Company of New York, as Fiscal Agent and Paying Agent ("the Agent"), the Company is elected to redeem all of the Debentures on January 15, 1995 ("the Redemption Date") at the redemption price of 100% of their principal amount, together with accrued and unpaid interest (the "Redemption Price").

On the Redemption Date the Redemption Price will become due and payable. Payment of the Redemption Price will be made upon presentation and surrender of the Debentures, together with all appurtenant coupons maturing subsequent to the Redemption Date, at the following offices:

Morgan Guaranty Trust Company of New York	Morgan Guaranty Trust Company of New York	Morgan Guaranty Trust Company of New York
Avenue des Arts 35	Malmer Landstrasse 46	60 Victoria Embankment
Belgium	6000 Frankfurt am Main	London EC4Y 0JF
Morgan Guaranty Trust Company of New York	Germany	England
14 Place Vendome	Kreditbank S.A.	Bank Corporation
75001	Luxembourg	CH-4002 Basel
France	Boulevard Royal	Switzerland

From and after the Redemption Date interest will cease to accrue on the Debentures.

BY ORDER OF:
GFC INTERNATIONAL FINANCE N.V.
By: Morgan Guaranty Trust Company
as Agents

Dated: December 4, 1991

Notice of Redemption A/S EKSPORTFINANS

US\$100,000,000 10 per cent Notes 1996
NOTICE IS HEREBY GIVEN that pursuant to Paragraph 4(b) of the terms and conditions of the above-mentioned Notes, that A/S Eksporfinans (the "Company") has purchased and arranged for cancellation of US\$100,000,000 10 per cent Notes due 1996 ("the Notes"). In accordance with Paragraph 4(a) of the terms and conditions, Citibank, N.A. as Principal Paying Agent was selected by lot for redemption on January 9th, 1992 U.S.\$100,000 principal amount of Notes at the redemption price of 100% of the principal amount thereof. Outstanding Notes bearing serial numbers ending in any of the following two digits have been selected:

45 79

As have the Bonds bearing the following serial numbers:

243	443	643	743	943	1043
1143	1443	1543	1643	1743	1843
2043	2143	2243	2343	2443	2543
2943	3043	6243	6343	6443	6943
3843	7243	7343	7443	7543	7743
7943	8043	8143	8243	8343	8443
8843	9043	9143	9243	9343	9543
9743	9843	9943	10043	10143	10443
10543	10743	10843	10943	11043	11143
11343	11443	11543	11643	11743	11843
12243	12343	12443	12543	12743	12943
13243	13343	13443	13543	13643	13743
13843	13943	14043	14143	14243	14443
14743	14843	14943	15043	15143	15343
15543	15643	15743	15843	15943	16243
16343	16443	16543	16643	16843	17043
17143	17243	17343	17443	17543	17743
17943	18043	18143	18243	18343	18543
18843	18943	19043	19143	19243	19443
19743	19843	19943			

Payment will be made upon surrender of Notes together with all coupons maturing after the date fixed for redemption, at the offices of any of the Paying Agents as shown on the Notes. On and after January 9th, 1992, interest on the Notes will cease to accrue and unmatured coupons will become void. Outstanding after January 9th, 1992 U.S.\$100,000,000.

4th December 1991
By: Citibank, N.A. (CS1 Dept)
London Principal Paying Agent

CITIBANK

Notice of Issue of Convertible Bonds

Tong Yang Cement Corporation
(Incorporated in the Republic of Korea with limited liability)

U.S.\$45,000,000
per cent. Bonds due 1996 with Warrants

NOTICE IS HEREBY GIVEN to the holders of above Bonds with Warrants that the Board of Directors Meeting of the Company, held on 30th October, 1991, respectively, resolved to issue domestic convertible Bonds under the following terms and conditions:

Issue Amount	Tranche 1	Tranche 2
Maturity	2,000,000,000	7,000,000,000
Coupon	1994.12.31	1993.12.31
Conversion Price	14,040	9%
Form of Share	Non-voting shares registered	Non-voting shares registered
Number of Shares to be issued	142,447	505,050 shares

Adjustments to subscription price for above U.S.\$45,000,000 Bonds with Warrants due in Korean Won 16,567 to Korean 18,430 in accordance with formula described in Clause 3(F) of instrument.

Bankers Trust Company, London
Dated: 4th December, 1991

Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

Royal Bank of Canada earnings show slight rise

By Bernard Simon in Toronto

ROYAL Bank of Canada posted a small increase in fiscal 1991 earnings, with a slump in domestic business offset by higher interest payments from Third World borrowers, strong growth in currency and interest-rate swap fees and expanded corporate business in the US.

RBC, which is Canada's biggest financial institution, lifted net income to C\$1.70m (US\$870.3m) for the year to end-October from C\$864.5m in 1990. Per-share earnings rose to C\$2.91 from C\$2.81.

Return on equity fell in 1991 from 17.5 per cent, and return on assets was down slightly to 5.8 per cent. The bank's net interest rate rose 8 per cent to 11.1% on October 31, with the bulk of the growth coming from residential mortgages.

Loan-loss provisions rose to

from C\$420m and non-accrual loans to C\$170m.

But there was a wide disparity between the performance of the bank's Canadian and international businesses. The unexpected recession in the US pushed domestic income down by 19 per cent to C\$67m. Loan losses were up by 51 per cent and non-performing loans by 63 per cent.

By contrast, international income soared by 58 per cent to C\$416m. More than half the growth came from higher Third World interest payments, including an expansion in Brazil, and a C\$100m reversal in country risk provisions.

In addition, RBC reaped the benefits of a relatively low interest rate environment in the US market and to

highly leveraged borrowers. Its ratio of international loan losses to assets - excluding LDC loans - was only 0.3 per cent, compared with 0.8 per cent on domestic business.

Operations outside Canada account for about one-fifth of the bank's assets with US customers making up 40 per cent of international loans. Fee income, mainly from

jumped by C\$65m, or 21 per cent.

The bank does not expect a significant improvement in its domestic business in the year ahead.

Although the Canadian economy is in the early stages of recovery, the pick-up is likely to be slow and erratic. Loan losses and non-performing loans will probably remain roughly at present levels until a more robust upswing takes hold.

Pan Am bankruptcy hearing delayed

By Nikki Taft in New York

A court hearing, which could see Pan Am file for Chapter 11 bankruptcy protection, was delayed yesterday as last-minute negotiations between the failing airline's creditors, management and potential investors stalled.

The bankruptcy court hearing originally scheduled to begin at 1pm in Manhattan, an eleventh-hour discussions prompted the court to postpone it by mid-morning.

The future of Pan Am's reorganisation plan has been clear since mid-August, when the international carrier reached a deal with Delta Air Lines, then number three in the US airline industry.

Delta agreed to buy Pan Am's East Coast Shuttle and the remaining trans-Atlantic routes, and to take an equity stake of around 45 per cent in the reorganised Pan Am business. It also agreed to meet certain Pan Am liabilities, including some of the airline's operating losses. The "reorganised" Pan Am would then return to running a Latin American service from a Miami hub.

Transfer of the Pan Am network to Delta Air Lines, the airline that had earlier worsened

operating situation prompted Delta to reopen negotiations over some aspects of its proposed investment in Pan Am.

Other parties with an interest in the Pan Am bankruptcy - ranging from employee representatives to the Pension Benefit Guaranty Corporation, a federal agency which underpins pension benefits - were also still in talks this week.

Pan Am filed for Chapter 11 bankruptcy protection in January after years of losses - partially stymied by asset sales - causing cash resources to dwindle to low levels.

IBM executive announces retirement

By Louise Kehoe in San Francisco

INTERNATIONAL Business Machines' top computer executive, Mr Carl Conti, is to retire at the end of this year.

Mr Conti, 54, is an IBM senior vice-president and member of the company's corporate management board. He has been responsible for IBM's key mainframe products.

Mr Conti will be succeeded by Mr Michael Dontrio, president of IBM's systems division and IBM vice-president.

Mr Conti's departure comes as IBM begins to implement a broad restructuring of its operations that is expected to lead to numerous management changes. IBM officials

say, however, that Mr Conti's retirement was not related to the company's reorganisation plans.

"Carl Conti has been associated with virtually every major division in our large systems business since his first days with the company," said Mr John F. Akers, chairman.

Mr Conti will be succeeded by Mr Michael Dontrio, president of IBM's systems division and IBM vice-president.

Separately, IBM Canada said it intends to sell its securities industry services unit to Westbridge Computer. IBM Canada, which owns 27 per cent of Westbridge, said the division has revenue in excess of C\$25m (US\$22.12m) a year.

Analysts noted that Mr Dontrio's appointment signals the growing influence within IBM of executives from outside the company's traditional mainframe computer power base.

Meanwhile, Digital must compete with established leaders offering versions of the AT&T Unix operating system including Sun Microsystems, Hewlett-Packard and IBM.

Digital is determined to maintain the momentum of the Ace initiative, which remains a key element of its strategy to expand its share of the desktop computer market.

A big challenge facing Digital and other Ace members, however, is to bridge the gap between current products and those to be based upon Ace standards.

Digital's approach is to offer machines that can be upgraded to accommodate Mips Computer's new R4400 Risc processor, when it becomes available some time next year, as well as demonstrating the ability to run Microsoft's NT, even before it reaches the market.

Meanwhile, Digital must compete with established leaders offering versions of the AT&T Unix operating system including Sun Microsystems, Hewlett-Packard and IBM.

Guaranty sells branches to buttress capital

HARD-PRESSED Central Guaranty Trust has sold 48 branches in Quebec and Atlantic Canada to National Bank of Canada for more than C\$60m (US\$44.2m), writes Robert Gibbons in Montreal.

Guaranty said the cash will buttress its capital which has been variously eroded by a third-quarter loss of C\$17m.

Guaranty now becomes the country's fifth largest trust company, down from fourth. It retains 110 branches and will be about corporate C\$10m. The third-quarter loss included C\$8.5m loan losses.

Guaranty also suspended preferred dividends and may make further disposals in view of expected fourth-quarter losses.

PepsiCo and Lipton form joint venture

PEPSICO has formed a joint venture with The Lipton J. Lipton, a subsidiary of Unilever, the Anglo-Dutch consumer products group, to develop and market ready-to-drink products. Lipton ready-to-drink products, Reuter reports from New York.

PepsiCo said the joint venture will begin operation in January, with product development beginning immediately.

Pepsi-Cola bottlers will

phase in Lipton ready-to-drink products in 1992. PepsiCo said its Pepsi-Cola International unit and Unilever will explore international affiliations on a market-by-market basis.

The company said it and Lipton annually sell more than 1 billion beverages worldwide.

Companies can either

AT&T said it expected

a one-time charge, probably in the first quarter of 1992.

It added that, on current assumptions, the difference between accruing liability and operating the current pay-as-you-go system might mean no additional impact on earnings in future years, or a \$10m a year reduction.

Last year, the group had \$3.1bn. It employs 140,000 people and 140,000 retail outlets.

AT&T is one of numerous leading companies to announce large charges in connection with the rule-change.

However, its accumulated liability is well below that of General Motors,

Companies, which probably faces the steepest charge of any US company, between 20% and 24%.

BOND TRUST OF THE WORLD/LUXEMBOURG

Digital launches personal workstation
By Louise Kehoe
in San Francisco

DIGITAL Equipment yesterday announced an aggressive plan to expand its range of high-performance personal computer market.

Digital's new entry-level computing workstation will sell in the US for \$15,000, and the price is similar to comparable high-end IBM-compatible personal computers.

Demonstrating a preview version of Microsoft's Windows NT, the new general-purpose computer operating system running on its workstation, Digital has also demonstrated what it claims is the first server-based graphical user interface running on the recently released IPX network standard.

Digital was one of the industry's early adopters of the X Window system, which it developed in-house, and now has a number of software standards committees working on its behalf.

The other six issues were backed by Pohjola Insurance, US insurer, which was downgraded from triple-A to AA+ in July. The bond issues backed by Pohjola TMC Mortgage Notes 5 to 10, have now been lowered to just 4½ of a point on the day for a

GOVERNMENT BONDS

yield of 9.90 per cent.

Dealers in the

shorter end were capped by Treasury tap stock which has not been sold, while the longer maturities now remain free of new paper.

Analysts said that, even at the long end, gains are likely to be limited ahead of the Bundesbank council meeting tomorrow, which could decide to raise German interest rates.

US TREASURIES moved narrowly higher yesterday as hopes of an imminent easing in monetary policy returned to the market.

In US trading, the Treasury's benchmark 30-year bond

will borrow up to \$3bn from foreign banks in 1992 as

finance expansion plans, bank

Riyadh said, Reuter reports.

They said a deal for the first

credit, a \$500m

loan for Sabic subsidiary

Saudi European Petrochemical

Company (Ibn Zahr), would

probably be signed this

The eight-and-a-half-year

bond, priced half a point

over the London interbank

offered rate, will help pay for new methyl tertiary butyl

(MTBE) and polypropylene

plants.

Ibn Zahr is expected to

spend around \$660m on the

project, part of plans by Sabic

in its petrochemical and

fertiliser production to 20m

tonne a year by 1995 from the

current 13m.

Sabic said negotiations

had begun on a \$32m loan to

build a 500,000-tonne-per-year

MTBE plant at another Sabic

subsidiary, the Saudi Methanol Company.

A \$500m to \$800m loan for a

third subsidiary, the Saudi

Eastern Petrochemical Com-

pany, was also being consid-

ered and would probably also

be put to the market during

the first quarter of 1992, they

said.

Bankers said Saudi Arabia's

12 commercial banks would

have no problems in absorbing

the loans.

Burdened by Gulf war

losses, the Saudi government

told its state-owned institutions

to begin borrowing from com-

mercial banks early this year.

There has been seen during

the past few months a shown steady improvement,

bankers said.

Abdullah al-Zamel, chairman

and also the industry and elec-

tricity minister, says the conglom-

erate will make its marketing

network more international.

Four Saudi banks, National

Commercial Bank, Riyad

Bank, American Bank,

and Bank al-Saudi al-Faisali,

are managers for the first

loan for Ibn Zahr.

INTERNATIONAL CAPITAL MARKETS

Sterling mortgage backed issues downgraded

By Simon London

FIFTEEN sterling mortgage backed bond issues totalling around £1.5bn have been downgraded by Standard & Poor's, the US credit rating agency, following a decline in the credit quality of the insurance companies which insured them.

Most of the bond issues are collateralised on mortgages written by The Mortgage Corporation, a subsidiary of Salomon Incorporated, the parent company of the troubled US securities firm.

Nine of the issues were backed by Eagle Star, the UK insurer owned by BAT Industries, which insured bond holders against default on the mortgages which underlie the bonds. Eagle Star had its credit rating for the ability downgraded from AA to AA- last week and the bond issues have been lowered to the same level.

The other six issues were backed by Pohjola Insurance, US insurer, which was downgraded from triple-A to AA+ in July. The bond issues backed by Pohjola TMC Mortgage Notes 5 to 10, have now been lowered to just 4½ of a point on the day for a

UK long gilts rally in line with continental sentiment

By Simon London in London and Karen Zagor in New York

UK GOVERNMENT

bonds rallied strongly at the longer maturities yesterday in line with continental European markets, although gains were shorter and restricted by an overhang of unsold government tap stock.

The March gilts futures contract on the London International Financial Futures Exchange, which opened over from the December contract as the most heavily traded future this week, closed at 94.14 after opening at 94.00. Trading volume was a healthy 21,500 contracts.

The benchmark 11½ per cent gilt maturing 2008/2007 closed up ½ of a point on the day at 112¾ for a yield of 9.88 per cent.

However, at the short end gains were smaller. For example, the benchmark 10 per cent gilt maturing 1996 was up just ¼ of a point on the day for a

maturity was higher through the rest of the day on the back of expectations that monetary policy will be held within weeks. The strength has helped lift the long end of the yield curve.

The Federal Reserve arranged repurchase agreements when it was trading at 101 per cent. Economists had expected a move, which adds liquidity to the system, and there were no policy implications in the Fed's recent operation.

Although the growing speculation that the Fed will ease again this year, the bond market is unlikely to see much movement until the November employment figures are released on Friday.

The October index of leading indicators came in as expected, with an advance of 0.1 per cent after easing 0.1 per cent in September.

New single-family home sales grew 1.2 per cent in October. September's sales were up to a annual rate of 5.785 per cent, rose slightly to close at 6.79 per cent.

BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Yield
AUSTRALIA	11.00%	11/01/91	99.81	9.85
BELGIUM	9.60%	06/01/92	99.50	9.85
DENMARK	8.50%	01/01/92	99.10	9.81
FRANCE	8.75%	11/01/92	99.20	9.83
GERMANY	8.50%	01/01/92	99.30	9.73
ITALY	10.00%	01/01/92	99.30	9.73
IRELAND	9.00%	05/01/92	99.12	9.81
NETHERLANDS	8.50%	01/01/92	99.10	9.81
SPAIN	10.00%	07/01/92	11.93	11.18
UK MUL*	10.00%	11/01/92	99.95	10.02
US TREASURY *	10.125%	11/01/92	99.80	9.95
US TREASURY *	10.125%	11/01/92	11.62	9.75

London closing, New York closing
Price: US. UK. IRE. others in decimal
Yield: Local market standard

These notes are registered Securities Act may be or in the United States or to a US registration requirements. These notes have previously sold. This appears as of only



Nacional Financiera, S.N.C.
acting through its Grand Cayman Branch

U.S.\$150,000,000
10 5/8% Notes due 2001

Lead Manager
Chase Investment Bank Limited

Co-Lead Managers
Dresdner Bank Aktiengesellschaft
Lehman Brothers International
J.P. Morgan Securities Limited

Co-Managers
Banco Nacional de Mexico
BNP Capital Markets Limited
Credit Suisse First Boston Limited
International Mexican Bank Limited-Intermix
Merrill Lynch International Limited
Paribas Capital Markets Group
Santander Investment Bank Limited

A portion of these Notes have been sold in the United States under Rule 144A.

November 1991

CHASE

C&G
Cheltenham & Gloucester Building Society

£125,000,000

Floating Rate Notes due 1994

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 23rd February, 1992 has been fixed at 10.75% per annum. The interest accruing for such three month period will be £36.28 per £10,000 Bearer Note, and £2,672.81 per £100,000 Bearer Note, on 28th February, 1992 against presentation of Coupon No. 12.

To exercise the option at respect of any Note, the holder of the note must deposit the Note, in the case of Bearer Notes, together with the coupon specifying the date of the Note and the amount of the Note or an integral multiple thereof, on March 12, (the "Retirement Date") at a rate equal to the Retirement Price or of the principal amount thereto as to be paid.

To exercise the option at respect of any Note, the holder of the Note, in the case of Bearers Notes, together with the coupon specifying the date of the Note and the amount of the Note or an integral multiple thereof, on March 12, (the "Retirement Date") at a rate equal to the Retirement Price or of the principal amount thereto as to be paid.

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INTERNATIONAL CAPITAL MARKETS

Spain plans to float off 20% of Banco Exterior

By Peter Bruce in Madrid

THE SPANISH government is planning to float off nearly 20 per cent of its largest public sector financial institution, Banco Exterior, next year in a bid to deal with growing pressure on the country's public sector.

The state directly holding 89.7 per cent of Exterior, chairman, Mr Francisco Luzon, said yesterday a partial privatisation next year could be held to 10 per cent, or even more, to raise around Pt 70bn (\$679.51m).

Mr Luzon's confirmation of persistent rumours surrounding Exterior, the country's fifth largest bank, comes hard on suggestions Madrid is considering selling off a further large share of

the large public energy conglomerate, Repsol, next year as well.

Senior Finance Ministry officials have warned, however, the flotations will only place if markets absorb the issues. The Spanish markets have been weak for most of the year, and projected inflation increased in early 1992 may weaken them further.

Nevertheless, the budget deficit planned for 1992 is 2.3 per cent of GDP, a sharp increase on the 0.9 per cent targeted – and missed – for 1991, and the government is urgently looking ways to augment income.

The state has 65.5 per cent of Repsol, and suggestions that Madrid is considering selling off a further large share of

next year imply income of at least Pt 10bn at current share prices.

Banco Exterior is the leading institution in the recently-created Corporacion Bancaria Espana, a pooling of all the financial institutions,

which yesterday formally renamed Argentaria.

The combined total Pt 9.4 trillion (million million), making it the biggest bank in the country and pools, along with the recently-merged Banco Exterior and the Banco de Credito Industrial, post office savings bank, Caja postal, the mortgage bank, its municipal and agricultural lending institutions.

Javelin succumbs to price war

By Richard Waters

JAVELIN Securities, one of stockbrokers dealing in MIF commissions in the UK, is to be sold, signalling the start that has built on this fast-growing part of the broking industry since a price war began earlier this year.

Javelin, set up only two years ago by a small group of agency brokers which deal on a commission basis – that is, they refund a fixed proportion

commissions they receive by supplying computer services such as computer terminals or subscriptions to research services.

The practice was formally sanctioned by the UK Society of Investments only last month, prolonged by whether it should be allowed.

Specialist brokers generally refund 50 to 65 per cent of the commissions they receive. They have been under severe

since Warburg and other integrated securities firms launched price wars, offering to refund up to 50 per cent of commissions they receive.

The existing controlling shareholder, Pinesstreet, a venture capital company owned by American International Group, the US insurer, was not willing to put up extra capital, leading it to seek a new shareholder, it said.

Executives attempt to stretch Swift's wings

Robert Corzine looks at the constraints on the money transmission system's ambitions

THE only real association with the electronic transfer of several trillion dollars a day around the world is the background hum of the high-speed computers at heavily-guarded centres in the Netherlands and the UK run by the Society of Worldwide Interbank Financial Telecommunications. And, like the background sound of a ship's engines at sea, the time to wait is when it stops.

On June 4, a software 'bug' at the Dutch site brought the global money transmission network to a sudden halt, and with it the up to 1.5m daily messages that virtually international

and many of the cross-border securities and foreign exchange transactions between the 130 countries served by

the system.

The technical trouble identified, but the incident focused on a publicity-shy and security-sensitive institution, whose headquarters are hidden from public view on the sprawling grounds of Le Hulpe, near Brussels.

It was added that there is a senior executive. They are trying to transform a bank-owned co-operative –

an aim of providing its members with standardised, reliable and efficient means of quickly transferring money – to a major provider of electronic services to the financial sector.

Such a strategy has given Swift the chance to broaden its interests beyond bank-to-bank communications;

increasing political concern in the European Community about the role of consumers of low-value electronic payments and the longer-term prospect that a single European currency could lead to the loss of at least 400 megabytes annually.

The task of broadening Swift's participants and interests, however, has been compounded by often fierce shareholder resistance to changes proposed by

Mr Bessel Kok, Swift's outgoing chief executive.

Conflicts are "natural and inevitable" because of Swift's co-operative status. "Our 1,885 bank shareholders are also our main customers, and the larger ones are increasingly our main competitors."

The shareholders can put up

their interests appear threatened by the highlighted earlier

when Swift's members rejected for the second time a recommendation that fund managers be allowed to participate directly in the system.

So having moved financial

communications out of the age

"dusty telexes", is Swift's

which is an outright competitor, and, say, small regional savings banks in Italy. In addition the benefits of the cooperative will always be felt more by the smaller members", says Mr Kok.

So having moved financial

communications out of the age

"dusty telexes", is Swift's

That Swift is now very profitable is evident from its stylised new headquarters, which locals have dubbed "the temple". The word "monopoly" is rarely heard in its spacious corridors, though "dominant market position" seems a somewhat modest description for an agency that handles about 95 per cent of its members' international financial

institutions.

However, Swift's managers are paying a price for having achieved such size. Central banks are looking more closely at the organisation, which would be one of the main international paths along which systemic risk would be transmitted if a worldwide financial meltdown loomed in future.

Mr Kok admits that central banks now view Swift "as something more than a mere switching network. We want the central banks to know and understand us", he says, though it is clear that Swift's management wants to avoid any direct supervision from the Bank for International Settlements, the central bankers club.

Mr Kok doesn't hide his displeasure at having failed to make Swift a more open organisation, but he has no regrets about trying.

"You have to take risks in a co-operative environment," he says. "You won't survive by saying 'yes, yes, yes' all the time. In private, many of the banks have said you should have taken the lead more often."

The stiff resistance which shareholders can put up when their interests appear threatened was highlighted earlier this year when Swift's members rejected for the second time a recommendation that fund managers be allowed to participate directly to the system.

investment management institutions and connect banks' corporate customers to the network".

"It was the same syndrome in the early 1980s when our original recommendation that stockbrokers be allowed to almost cost me my job. When they were finally admitted, and everyone saw there was no danger from the new participants, the shareholders wondered why it had taken so long."

Dealing with the sheer diversity of shareholders adds another dimension to managing a co-operative, says Kok, especially as Swift's voting procedure is only slightly weighted towards larger users.

"We're trying to marry two different worlds within Swift,

usefulness to the larger banks declining? "No", says Mr Kok emphatically.

"They need us more than ever because we are an exclusive cost reducing organisation for banks and have unrivalled geographical spread."

Mr Kok, who leaves Swift next month to prepare the Belgian PTT for liberalisation, believes banks have failed to understand and exploit Swift's potential.

"They just cost-effective pigeon than a way to explore new forms of co-operation. In the early days, our shareholders even saw us as a profit centre rather than a profit centre," he adds, though Swift's base tariff of Bf 16 (26 pence) per message can be as little as 4 per cent what banks charge their retail customers to send money abroad.

German government bonds of the same maturity. Assisted by demand from Italy, the deal traded at less 1.26 per cent bid, comfortably inside fees of 1.225 per cent.

A flurry of equity linked deals included only the second French franc warrant bond issue by a Japanese company. The FF 360m deal by Mitsui Mining and Smelting, lead managed by Credit Lyonnaise, took advantage of a currency swap opportunity to give the issuer a low cost of fund financing.

However, investors showed little enthusiasm for the deal. The bonds traded at around the issue price of per cent a day when comparable Eurodollar deals were trading up to 104 bid.

Guinness raises A\$75m in seventh issue this year

By Simon London

GUINNESS, the UK drinks group, yesterday made its seventh international bond issue of the year, raising A\$75m five-year funds in a deal led managed by Hambros Bank.

The deal brings to \$200m equivalent

total raised by the company from bond market investors this year. The earlier issues were denominated in sterling, dollars, French francs and Canadian dollars.

Yesterday's deal, in the name of

Guinness Finance Australia, will be used to provide funding for the company's Australian drinks and distribution businesses, including Bundaberg Rum, which were acquired a year ago.

The bonds carry a 10 per cent coupon and, according to the lead manager, were priced to yield 88 basis points more than comparable Australian government bonds. However, by taking a different benchmark government bond, some other firms put the yield spread at around 74 basis points.

On either basis the pricing was considered fair value by participants in the deal. Guinness carries a strong AA/A credit rating.

Demand for Australian dollar paper

remains lacklustre. European retail investors once attracted by 15 per cent coupons in Australian dollars can pick up comparable yields in European currencies but with a lower currency risk.

The deal traded at less 1.20 per cent bid, just inside full fees of 2 per cent.

Elsewhere, the European Coal and Steel Community launched possibly its last international bond issue to be from withholding tax in Italy. The Italian parliament is considering proposals to remove the exemption granted to all supranational agencies of which Italy is a member.

Yesterday's DM320m five-year deal, lead managed by Dresdner Bank, was priced to yield 8 basis points less than

LONDON MARKET STATISTICS

FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1991. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS & SUB-SECTIONS

Figures in parentheses show number of stocks per section

Index	Day's Change	Est. Earnings Yield %	Gross Div. Yield %	Ext. P/E	Adj. P/E	Index	Index	Index	Index	Index	Index
-	-	-	-	-	-	-	-	-	-	-	-
1 CAPITAL GOODS (180)	-0.3	1.1	6.64	13.50	33.54	736.9%	745.6%	750.4%	751.1%	751.5%	751.5%
2 Building Materials (23)	-0.58	-0.7	8.57	7.18	15.59	41.75	88.6%	88.83	89.02	89.33	89.33
3 Computing, Construction (30)	-0.5	0.6	8.56	16.49	31.31	93.1%	93.43	93.99	94.01	94.08	94.08
4 Electricals (10)	-0.5	0.6	8.56	16.49	31.31	93.1%	93.43	93.99	94.01	94.08	94.08
5 Electronics (25)	-0.51	-0.8	11.22	5.03	11.03	22.97	122.24	123.09	123.84	124.07	124.07
6 Engineering-Aerospace (8)	-0.63	-1.0	17.19	7.96	17.02	18.32	22.71	23.45	24.28	25.08	25.08
7 Engineering-General (43)	-0.12	0.2	10.77	5.33	11.44	21.78	41.40	41.83	41.91	41.98	41.98
8 Metals and Farming (9)	-0.58	-0.6	2.13	11.40	25.21	31.07	31.59	31.77	31.85	31.93	31.93
9 Motors (12)	-0.57	-0.1	8.53	8.51	14.69	17.56	28.98	29.67	30.06	30.26	30.26
10 Other Industrial Materials (20)	-1.46	0.5	8.09	5.51	14.69	18.93	21.20	21.50	21.79	21.98	21.98
11 CONSUMER GROUP (1991)	-0.52	-0.7	7.52	3.66	15.15	22.63	152.04	152.43	152.71	153.01	153.01
12 Breweries, Distillers (23)	-0.16	-0.3	8.36	8.34	14.54	15.79	155.46	156.36	157.20	157.47	157.47
13 Food Retailing (17)	-0.13	-0.7	9.72	4.27	12.71	33.08	175.79	176.51	177.02	177.43	177.43
14 Health and Household (30)	-0.11	-0.7	9.72	4.71	12.71	35.58	204.33	204.91	205.49	206.07	206.07
15 Hotels and Leisure (24)	-0.11	-0.5	5.93	5.93	12.51	122.24	232.93	233.47	234.01	234.5	

5 wings
m's ambitions

DTI was looking into MCC share deal in October

By Bronwen Maddox and Peter Martin

THE government is still considering complaints about dealings between Mr Robert Maxwell and Goldman Sachs one month after appointing an investment bank to head the US sale of shares in British Telecommunications.

On October 17 1991, Mr Peter Lilley, trade secretary, wrote a letter to a private banker who had complained of Robert Maxwell's sale of a "put" option on the shares of Maxwell Communication Corporation to Goldman Sachs in August 1990.

The option gave Goldman Sachs the right to sell MCC shares to Mr Maxwell at a future date.

Mr Lilley's letter said: "The sellers you named remain under consideration by my officials."

The investment house was appointed in the BT sale in September 1991, replacing Salomon Brothers, which had been dropped from the manipulation of US Treasury bond auctions.

Before appointing Goldman Sachs, the Treasury demanded written assurances that he had never taken part in any action which could affect its ability to sell the BT

The investor, who does not wish to be named, wrote to the DTI after complaining to the London Stock Exchange and the Securities and Futures Authority.

On April 11 1991, he was told by Mr CV Becker, head of the DTI Complaints Bureau, that "several departments of the Stock Exchange have looked, or are still looking into, your complaint."

In a letter to Mr Lilley on September 10, the investor asked if the DTI had passed information to the Treasury.

Mr Lilley's letter did not answer the question, but added: "I can tell you that Treasury did take a thorough examination of all the firms being considered for the role of manager of the US and the BT share sale. In the light of this examination and of wide-ranging assurances given by Goldman Sachs, the Treasury has no reason to doubt the appropriateness of the appointment."

Both the DTI and the Stock Exchange refused to comment last night.

"Goldman Sachs is under investigation," said a spokesman. "We know that the matter is under investigation, but we do not know if it is an investigation." Goldman said that it had not been asked any questions by the DTI about the put option.

Goldman Sachs was an market maker in MCC shares. The terms of the "put" option would have given the purchaser an incentive to buy MCC shares.

Goldman Sachs was, according to market traders, a bidder for MCC shares at a time when it was under pressure during 1990 and early 1991.

Goldman has already held a large stake in MCC when it bought Maxwell put option in August 1990, and buying options is a normal way of hedging a long position in a volatile stock.

Banks will stay their hand until Friday

By Robert Peston and Raymond Snoddy

MR KEVIN MAXWELL faced the barrage of cameras alone yesterday to announce his resignation as chairman of Maxwell Communication Corporation and to say that once again the banks had stayed their hand - at least until Friday.

Mr Maxwell, who has been chairman of MCC for virtually a month to the day since his father Robert was pulled from the sea off the Canary Islands, had come to the press conference from the latest meeting of the board of directors.

He had to tell them that the debts on the family's private interests, the Robert Maxwell Group, were significantly larger than expected.

The bankers who have spent the past month working 18 hours a day, Mr Kevin Maxwell said that he and his brother Ian had been dropped from the MCC board because "it is evident that increasing conflicts of interest have arisen" and resignation in the board of both him and employees.

"The board and I must not think that any inquiries into the company affairs will be impeded in any way by my late father," he said.

The potential conflicts also included the commercial of indebtedness between the private and public companies and any interests or provisions in the public companies

that had never taken part in any action which could affect its ability to sell the BT

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MGN fund's self-investment pattern raises questions

By Norma Cohen, Investments Correspondent

IF MIRROR Group Newspapers had simply invested some of its pensioners' money in other companies controlled by Mr Robert Maxwell, its late proprietor, it would have broken no law, pensions experts said.

Of Mirror Group's 20 largest investments, totalling £161m as of April 5 1990, roughly £24m - about 10 per cent of the total fund - were in companies in which Mr Maxwell or his family had an interest. Any decline in the value of these investments - which include a stake in MCC - has not yet been reflected. The total assets of the fund were valued at £241m in April 1990 - the last period for which accounts have been prepared.

Ironically, limits on self-investment, agreed in the Social Security Act of 1988, are to take effect for the first time only next year. The National Association of Pension Funds, the trade group for the industry, has urged trustees to avoid self-investment completely, saying it gives rise to charges of conflict of interest.

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This announcement appears as a matter of record only.

November 1991

**Bristow Helicopter Group Limited**

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Senior Debt and Revolving Credit Facilities

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National Westminster Bank Plc

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This advertisement is issued in compliance with the Regulations of The International Stock Exchange of the United Kingdom and Republic of Ireland Limited ("the London Stock Exchange"). It does not constitute or contain an offer or invitation to any person to subscribe for or purchase any securities of Invicta Sound PLC. Application has been made to the London Stock Exchange for the entire ordinary share capital of Invicta Sound PLC, issued and to be issued pursuant to the Offer, to be admitted to the Official List. Dealings are expected to commence on 9th December, 1991.

INVICTA SOUND PLC (incorporated and registered in England No. 1798533) to be renamed SOUTHERN RADIO PLC

Introduction to the Official List

following the recommended merger of
Invicta Sound PLC and Southern Radio PLC

SHARE CAPITAL		Issued and to be issued fully paid		Number	
Authorised	£5,000,000	35,000,000	Ordinary shares of 10p	2,834,261	28,342,606
Southern Radio PLC	Bankers Trust International PLC	Brown, Shipley & Co. Limited			
John Smith's Business Park	Whittle Avenue Segensworth West	1 Appold Street London EC2A 2HE	Luton London BC2R 7HE		
CTS 3QX					

Invicta Sound PLC operates independent radio stations broadcasting in Kent. Its principal subsidiary, Southern PLC, operates independent radio stations broadcasting in Sussex, Hampshire and the Isle of Wight.

Copies of Listing Particulars relating to Invicta Sound PLC, which will be included in the Companies' Fiche Service available from Exetel Financial Limited, 37-45 Paul Street, London EC2A 4PB from 3.00 p.m. on 5th December, 1991, may be obtained, by collection only, during normal business hours up to and including 6th December, 1991 from the Company Announcements Office of the London Stock Exchange, London Stock Exchange Tower, Old Broad Street, London EC2N 1HF. Copies may also be obtained during normal business hours up to and including 18th December, 1991 from:

Southern Radio PLC
Radio House
Whittle Avenue
Segensworth West
Business Park
CTS 3QX

Bankers Trust
International PLC
1 Appold Street
London EC2A 2HE

Brown, Shipley & Co. Limited
Luton
London BC2R 7HE

John Smith's
Business Park
Whittle Avenue
Segensworth West
Business Park
CTS 3QX

COMMODITIES AND AGRICULTURE

LME acts to ease the squeeze on copper

Kenneth Gooding analyses the reasons behind yesterday's dramatic intervention

THE LONDON Metal Exchange yesterday took formal action in the turmoil which was threatening to get out of hand in its "flagship" copper market. The market has been in technical retreat, which traders have been caused by the Sumitomo Corporation of Japan taking control of much of LME's copper stocks (see below).

Mr David King, the exchange's chief executive, walked on to the trading floor just before noon to announce that a limit of \$25 a tonne a day had been imposed on the backwardation - the premium paid for copper for immediate delivery compared with delivery in three months.

This should alleviate the worst impact of the squeeze which some consumers complain has held copper prices at artificially high levels for months.

However, it is widely expected that will end today, as Sumitomo is likely to change its mind and the price will subside.

After an unprecedented public rebuke, urging the LME to "investigate the urgency of apparent distortions in the market and take all necessary steps to restore orderly markets," the price prevails.

Acting through the International Wrought Copper Council, an organisation which represents all sections of the industry, the council pointed out that the present market "appears to have no connection with the background of the fundamental situation in the metal, where demand is relatively flat and supplies apparently plentiful."

LME's copper contract is the reference point for the world over. It suggested that the situation is causing damage to the copper market.

Sumitomo: "We have to keep customers happy and make money"

YAUO Hamanaka, the senior Sumitomo Corporation manager described by some London Metal Exchange traders as the single most powerful man in the copper market, said yesterday: "It is not our intention to squeeze or manipulate the market but we have to keep our customers happy and at the same time make money."

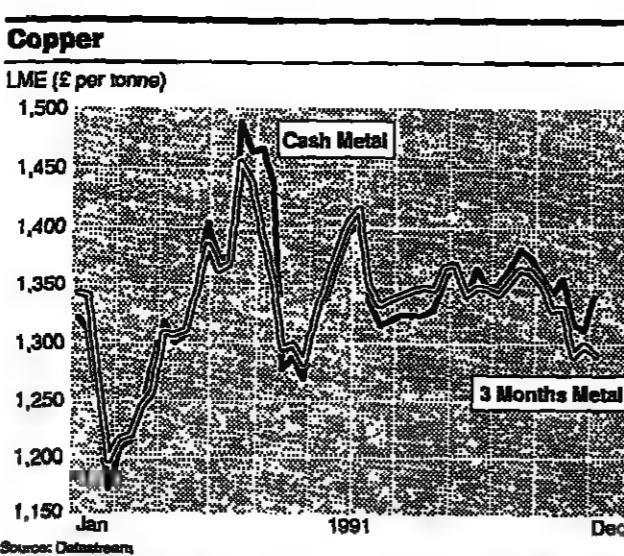
He acknowledged that Sumitomo had control of a big part of the LME's copper market. Traders suggest this resulted in a substantial backwardation in the copper price, or premium for metal for immediate delivery compared with metal for delivery in three months.

But he insisted in a telephone interview from his home in Tokyo that Sumitomo's last position was "short" - in other words, at the bottom line it had sold forward more copper than it would own in the expectation that the price would fall and the metal could then be bought more cheaply.

Sumitomo is one of the world's leading traders of physical copper, as distinct from the "paper" variety on futures markets.

Mr Hamanaka explained that Sumitomo was not trading copper merely in order to make profits.

Ultimately, it earned its money by supplying copper to customers. Sumitomo must guarantee a smooth supply of the metal to its



Source: Datamonitor

parts of the fabricating industry, which are already having trouble with the recession.

Resentment and frustration had been building up among consumers, particularly the LME's members, who have remained in backwardation when it has seemed logical that there was no shortage of metal, the market should be in a future price at the spot price to reflect the cost of financing, freight and insurance.

The letter made public last Thursday had influence on LME board members, who had called an emergency meeting to discuss the market.

What has caused all this? Traders say that Sumitomo, possibly with five other Japanese trading houses, has taken control of a big part of the LME's copper stock - estimates range from 30 per cent to 80 per cent.

Sumitomo has been using its position of influence to force the "shorts" (those who sold metal they now own in the expectation of being able to buy it later at a lower

price) to cover their positions.

They do this by "borrowing" metal, which in LME terms means they buy spot metal while arranging to sell it again at a future date.

The widening backwardation has been caused by dealers wanting to hold on to copper until the LME December options are declared today. The "open position" for today shows that, in theory, 400 tonnes of physical copper might have to be delivered - compared with 300 tonnes held in LME houses.

The IWCC letter made holders of metal nervous because, as demonstrated yesterday, the LME has the power to limit the size of the backwardation or can take other action to ensure that the market does not become "disorderly".

Holders therefore released some copper, lending it to the market (that is, they sold spot metal with an undertaking to buy it back at a later date) and the backwardation narrowed.

Mr Philip Crowson, economic director of the RTZ Corporation, the world's biggest mining group, says the present state of the LME copper market:

"Whatever motivation, it appears that the dominant merchant or group of merchants owns or controls a lot of the LME's warehouse metal."

In effect, a form of unofficial buffer stockpile appears to be in operation without transparency of the LME's rules and regulations.

"As surplus metal flows in, it is being absorbed by the buffer stock. Unless the operators have made a serious miscalculation and are playing an expensive game of 'double quits,' operations are presumably profitable."

"As long as any surplus between supply and demand does not increase suddenly or uncontrollably, the managers

of the stockpile can presumably continue to operate."

The LME executive has been watching its copper market closely for some time, and would have preferred not to have intervened as overtly as it did yesterday. It had hoped to rely instead on gentle, behind-the-scenes persuasion.

The turmoil has raised questions about whether the exchange needs to change its rules or introduce new ones to give a better deal.

The LME is doing so, because it has many rules and regulations prevent a market working well.

Mr Simon Payton, the secretary-general of the IWCC, suggests that the LME might solve some of the problems by opening more copper warehouses.

Mr Payton said: "The LME's

stockpile can be reduced by increasing its storage capacity."

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FINANCIAL TIMES SURVEY

DISTRIBUTION SERVICES

Wednesday December 4 1991

Why 1992 will not be rushed

In many industries, efficient logistics can serve as the means of achieving that management maxim of the moment: to think globally and act locally. But there are both dangers and drawbacks from concentrating production at a limited number of sites. John Thornhill reports

Tis only a little more than a year before the dawn of 1992 but it will be many years before the concept of the single European market will become reality. Nowhere is this clearer than in the field of distribution services.

Although the concept of a pan-European market for such services has long been avidly discussed in board rooms and at conferences across the continent, it has not yet materialised. Some doubt it ever will - at least in the form originally envisaged.

The experience of companies in the air express sector such as Federal Express, UPS, TNT and DHL - which have invested heavily in creating pan-European networks but which are losing money at the rate of \$500m a year - has acted as a warning of the dangers of moving too fast and too far ahead of the customer base.

1992 cannot be rushed; there are still considerable regulatory and physical obstacles in place in Europe which will hinder the full implementation of the single market programme. There is a growing realisation that although logistics can influence the development of the European single market they are crucially influenced by it.

On the one hand, the process of deregulation throughout Europe has encouraged the growth of competition and has changed the cost equation of distributing goods.

For example, haulage operators fewer and smaller firms and tariffs will be able to extend the distance over which they can economically carry

goods, allowing manufacturers to penetrate new markets.

It has been estimated that the speed of international truck movements in Europe is less than 15kmh and costs anything between 1 and 3 per cent more than in the US.

The removal of restrictions will allow a larger number of small operators to take advantage of the lower overhead costs that will result from the simpler regulatory environment.

The example of the US, after the removal of inter-state restrictions,

suggests there is likely to be a greater role for smaller operators performing simple haulage functions.

The economics of running an independent owner-operator haulage business in non-recessionary times are hard to match.

On the other hand, competition among the bigger logistics companies is likely to intensify although they will be affected by the economic changes that the creation of the internal market will bring.

Companies are increasingly concentrating their production to achieve greater efficiency and are contracting out housing and distribution responsibilities to third-party contractors.

Mr Martin Cooper, co-author of a recent book on European logistics, says: "The concept of 1992 has acted as a spur to rationalisation of both production and storage, leading to a concentration of facilities and greater transport needs."

Distribution companies have been able to wait for market forces to back from concentrating production at a limited number of sites. The



Companies in the air express sector such as Federal Express, UPS, TNT and DHL have invested heavily in creating pan-European networks.

before piggy-backing on them. Frans Maas, the Dutch man for example, has grown in European scale largely on the back of Philips and Rank Xerox, which have been busy nationalising their manufacturing and warehousing facilities on a pan-European basis.

Philips has been slimming down the number of warehouses in Europe from 75 to 75 it used to run. Xerox has been focusing part services in Europe from a single central warehouse in Venray in the Netherlands.

The European industry has particularly notable in electronics, automotive and chemicals sectors.

In the computer industry, companies such as DEC and Apple have been establishing bases on a European basis as well as in the food and consumer products industries.

Procter & Gamble, Jacobs Suchard, Kellogg and Unilever have been accelerating down that route.

In all these industries, efficient logistics can serve as the means of achieving the maxim - to think globally and act locally.

But there are dangers and drawbacks from concentrating production at a limited number of sites. The

concentrated facilities, greater the risks and the more vital effective running those plants. Reliability and quality of price for winning Just-In-Time delivery for customers or Quick Response supply chain management systems for retailers.

For companies operating in these areas, "intelligent" logistics functions such as collating and analysing electronic information will be more important than the "dumb logistics" functions of shifting from point A to point B.

Japanese manufacturing companies entering the European market are likely to play a significant role. Many have been developing

greenfield which have made the rationalisation of logistics networks, giving them a tremendous competitive advantage against indigenous producers.

Japanese distribution companies such as NYK, Nichirei, and others are also

being established in Europe with the clear intention of satisfying their competitors' logistics needs.

"In five years time, I think the large of the European industry," says Mr Martin White, Coopers & Lybrand Deloitte, the management consultants.

"Green" logistics will be an

increasingly important theme for Europe's distribution companies. Future environmental legislation will conflict with developments in the industry.

The Japanese believe that effective management can be a means of achieving competitive advantage. The quicker and more efficient use of stock can significantly reduce costs and release the productive potential of manufacturing facilities.

For companies operating in these areas, "intelligent" logistics functions such as collating and analysing electronic information will be more important than the "dumb logistics" functions of shifting from point A to point B.

Ironically, in many respects Britain is leading the way in the field of logistics - in the retailing

sector. UK transport companies accounted for seven of the top European

according to a survey in Motor Transport magazine. In

terms of supply chain management, they have developed some of the most effective systems in the world in conjunction with Britain's formidable retailing groups.

although the deregulation of the European telephone and distribution has been good for the logistics industry as a whole, it is a threat. Increasing regulation in other fields will impinge upon its growth.

"Green" logistics will be an

IN THIS SURVEY

■ Single market: In contrast to their previously high hopes, managers of Europe's leading distribution contractors fear that they may not be in a position to set up pan-European logistics networks in time for the start of the market Page 2

■ Eastern Europe: There are great possibilities for western companies to help develop the distribution infrastructure in eastern Europe. Vision, patience and determination will be



Managers are predicting a explosion just as in the early days of the courier industry itself Page 3

■ Warehousing: The image of the traditional warehouse has long gone. A technology revolution has completely changed efficiency and operating patterns Page 3

■ Air cargo: Recessions, extra security requirements and growing competition from express companies have all made it a tough year for traditional air cargo service operators Page 4

■ Postal: Private couriers throughout the are nervously awaiting a paper next month on the development of a single market for postal services Page 4

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DISTRIBUTION SERVICES 2

John Thornhill looks at eastern Europe

Great possibilities

THE NUMBERS of modern distribution systems are perhaps only fully appreciated in their absence.

This is manifestly the case in large areas of central and eastern Europe where over several decades the rudimentary means of distributing goods have become clogged by inefficiency, wastefulness and corruption.

In the new era of resurgent capitalism, the various countries in the region are trying to create alternative networks for moving goods from the point of manufacture to the end consumer. It is likely to be a long and painful process.

The situation is perhaps at its most acute in the Soviet Union where for more than 70 years the whole economy has been production-driven rather than market-led. Goods and services have been pushed up the supply chain from the factories and farms to the consumer rather than being pulled there by way of retailers and wholesalers.

This emphasis has in part been responsible for the distorted structure of the Soviet economy. For example, the Soviets produce twice as much steel as the west but use only 3 per cent of the amount of corrugated boxes they run an advanced space programme but their road infrastructure is barely bigger than that of France.

Even the Soviet State Scientific and Research Institute of Automobile Transport candidly admits that the country's distribution network is "30 to 50 years behind that of the west".

Many of the country's specific distribution problems have been highlighted by a team of UK experts that visited the Soviet Union in September under the aegis of the government's know-how fund programme.

"They discovered a country that was 'logistically crippled'. The primitive state of transport, storage and distribution had given rise to waste of 'horrible proportions' with almost 40 per cent of all produce being squandered.

Mr George Hazle, of Exel Logistics, the UK distribution group, who was part of the team, said their principal discovery was that there had been a fall in agricultural production but that effective aid would still be dependent on improving the distribution network.

Some of the proposed remedies were relatively modest. Better feeds and livestock strains would help improve agricultural production. Basic parts for tractors and trucks would reduce the dreadful waste of resources which resulted in 40 per cent of equipment lying idle for need of repair.

In terms of distribution, the team identified a need for heavier vehicles, improved vehicle security and more efficient loading systems. More sophisticated techniques



DHL runs a fleet of lorries for its Moscow express service

such as the containerisation of goods and the computerisation of warehousing have to wait until the basic infrastructure is improved.

But the most urgent need is arguably for greater training. The British know-how fund, in conjunction with Exel Logistics, looks set to sponsor a training programme for 2,000 Russian transport managers in the UK.

Another encouraging sign has been the recent formation of a Swedish alliance - consisting of the Axel Johnson trading group, the Tetra Pak Alfa-Laval food processing and packaging company, and Sweden's farmers federation, the LRF - which is aiming to invest SKr1bn over the next three to five years in developing model food production, distribution and projects.

But as well as the sheer physical problems of dealing with distribution in the Soviet Union, there is also a host of political complications. There is now no unitary body responsible for transport - each of the union's former 15 republics has taken responsibility for their own region and overall co-ordination is plagued by political differences.

There are clearly great possibilities for western companies to help develop the distribution infrastructure in eastern Europe. For those with sufficient vision, patience and determination, an enormous and unprecedented business opportunity awaits.

Michael Terry on the prospect of a single European market

Chicken and egg argument

IT IS a satisfactory physical distribution system, it is difficult to imagine how the single European market can work.

Yet in contrast to their previously high hopes, managers of Europe's leading distribution contractors fear that they may not be in a position to set up pan-European logistics networks in time for the start of the market in 56 weeks' time.

Mainly they blame European legislators for being too slow in setting up the necessary legal framework. But they also claim that their future customers, the manufacturing manufacturers, are being slower than expected at putting in place their rationalised pan-European sourcing arrangements.

At the same time, in what has clearly become a 'chicken and egg' argument, certain manufacturers are openly criticising the distributors for being ill prepared for the new opportunities.

The slowdown with which European legislation has so far been handled means it is unlikely that we will have the necessary framework for setting up the common standards of service, common procedures, common tariff structures and communications systems that are essential to a truly pan-European distribution network," says Mr John Brotherton, in charge of logistics and marketing at the LEP Group.

LEP is one of the world's largest transport groups, with freight forwarding, warehousing and road distribution operations in nearly 40 countries, including partnerships with Daimler-Benz and Volkswagen for JIT parts distribution in Germany.

Mr Brotherton refers to Germany where the road transport market is still highly regulated and, in his view, likely to remain so for some years to come. He compares it with the fully deregulated regime in the UK and the partly deregulated one in France.

He points out that Europe is still a long way from agreeing harmonised arrangements for fuel and vehicle taxes. He criticises the new Alpine transit arrangements which he says allow unnecessarily strict restrictions on lorry movements between Germany and Italy.

"There are all sorts of complexities which we were promised would be removed by January 1, 1993, but which are not going to happen," he claimed.

"Meanwhile there are those of us who accepted the promises at face value and have spent lots of money trying to build up pan-European capabilities."

Eagle Star

In the FT survey on courier and express services, which appeared on July 24 1991, reference was wrongly made to Eagle Star Express. The reference should have been to Eagle Express, which has no connection with the Eagle Star group.

Mr Theo Weitemberg, managing director of Nedlloyd Distributors International, a subsidiary of the Royal Nedlloyd Group, felt that few manufacturers were yet organised for the single market.

"A lot of companies are still at a distribution decision at a local country level rather than a European one. Furthermore I don't think there will ever be a distribution company who can have the whole of Europe as its working area, especially those smaller countries who are on the edge of Europe. A major constraint is setting up organisations and motivating people who are not logistic," he said.

Nedlloyd Distributors International specialises in common user warehousing and has 29 sites in Europe. It provides storage, order picking and delivery services for companies such as multinationals, IBM and pharmaceuticals.

Now it has acquired companies in Spain, Germany, France and Holland at a total cost of £25m. In the past year it has put forward some 20 proposals to would-be clients. "They are asking how they should be structuring their European operations; how they should be distributing to their European customers; how they should be servicing various countries and whether they should be holding stock," he said.

Mr Mark Bederman, in charge of European development at LEP, agreed that a regulatory framework for the distribution industry would not be in place by the end of next year. "I don't see January 1, 1993 as a deadline so much as a station along the route," he said.

Mr Bill Shippey, managing director of United Transport Logistics Europe, has spent the last year in what amounts to a commercial state of faith.

From company headquarters in Paris he and his sales team have been trying to spread the gospel of pan-European logistics to sceptical, multinational industrial conglomerates.

"We're still talking with some people who a year ago had begun to look at material flows. Very little has happened since then. Our customers admit that it's taking longer for them to get pan-European systems in place and decide on the relationship

between corporate direction and local interest," he says.

Mr Shippey admits to not being paid for the time to develop and present proposals to the likes of BP Chemicals, Neste, Dow, Chemicals and Fisons Price.

"Most of these people are existing customers in other areas and we are trying to extend our services to them with solutions," he said.

"They are asking how they should be structuring their European operations; how they should be distributing to their European customers; how they should be servicing various countries and whether they should be holding stock," he said.

Mr Tony Beckitt, international technical manager for Reckitt & Colman, claimed that the distribution industry was not yet geared up for pan-European services.

His complaints resulted from a search for a distributor to support Reckitt & Colman's restructured manufacturing system.

"Few if any hauliers had the organisation to allow them to treat our contract as a total concept. They were organised along national lines with each national business responsible for its profit. While Reckitt & Colman it was the total profitability, not the individual regions, which was important," he said.

The author is editor of European Freight Management, a Times newsletter.

high
wide
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Concorde courier – for a day



AS it descended from 56,000ft into the golden rays of Manhattan's twinkling lights, the Concorde flew from the dark.

Concorde flight BA003 in minutes ahead of schedule for landing at New York's Kennedy Airport, writes Michael Terry.

It was news for the American banks, credit companies and commercial organisations that paperwork for thousands of millions of European transactions had put in my personal hands in the past 24 hours.

Because of the phenomenal phenomenon of arriving in New York some 1½ hours earlier than the take-off from London, the British Airways Speedbird courier service would comfortably meet its daily commitment to same-day delivery to New York before they left.

And because extremely high interest rates and flows valued at millions of dollars involved, the airport-to-airport service has become critical for transatlantic commerce.

Clearance at JFK, clearly explained in instruction note, was straight-

forward. A representative from New York Air Courier Company (NYACC), licensed by the US Customs Service to handle customs clearance on behalf of couriers services, was at the arranged rendezvous just beyond passport control. On completion of clearance, he alerts the local courier companies that the goods are ready for collection.

The NYACC agent took the pouch of customs documents for the 24 sacks of shipments that had been stowed in the aircraft hold in my name and in a separate building checked the consignments were all present and correct.

Fifteen minutes later, he handed back the customs clearance document as I was present to the customs inspector. If the inspector had wanted to check the load, he would have had to do so in my presence.

Being "accompanied", commercial consignments in the care of a courier – about 80 per cent are documents – are treated by customs as if they are personal baggage. It is far quicker than normal air freight formalities.

■ WAREHOUSING

Technological revolution

IN recent years, businesses have become increasingly aware of the cost factor in distributing their goods. Recent surveys suggest that between 20 per cent and 30 per cent of a company's costs can be associated with logistics, be it warehousing, transport or some other element in the supply chain.

Because of this, many companies are currently reviewing their logistic systems with a view to making them more efficient and effective. An important part of this review is

sophisticated and aims to minimise manual input via automation such as through the use of fork lift trucks to move goods rather than being pushed or pulled by hand.

Apart from the actual building and interior racking which are common to both types of facility, the automated warehouse can include an impressive and costly range of equipment including automated guided vehicles, picking bays, sorting devices, and stacking cranes.

The strategy in any warehouse is based on efficient operation. The investment may be substantial but it should reduce manpower to a minimum and help to optimise storage capacity and provide a high throughput.

Such an operating facility such as a retail outlet's own distribution facility where the objective is to minimise the time between the product arriving at the distribution centre and leaving the shelf in the customer's shopping bag.

Companies do not want the burden of heavy inventory costs although a distribution centre servicing a number of stores in one region owned by a chain retailer will inevitably have to accommodate a mix of fast-moving as well as slower moving ones. Overall, the objective is to retain stock in the warehouse for the shortest time possible.

In the UK, several of the leading retail chains, such as J. Sainsbury, Tesco and Waitrose, have contracted out their distribution requirements to specialist operators who, as part of the deal, will take over existing warehouses or provide a dedicated facility designed to meet the requirements of the particular customer.

Such facilities can serve as many as 15 or 20 stores with a total or particular range of goods. Within these dedicated contracts, the operator will collect goods from manufacturers, transport them to the central distribution facility, store until required and then despatch to the stores when needed.

By comparison, such systems in Europe are rare and it is anticipated that under the right market conditions there will be a move towards centralising distribution facilities.

In developing and reviewing their logistic requirements, companies need to carefully assess the level of automation within the warehouse as it must be the key to involved to throughput and storage capacity but also leave a margin to allow a flexible response to changes in market conditions and consumer buying patterns. It must also fit in with the rest of the supply chain capacity unless the warehouse is to be utilised for purposes.

David Robinson

DISTRIBUTION SERVICES 3

■ COURIER AND EXPRESS

Frantic developments

This summer's merger was aimed at offering an integrated International express delivery service

only now that the service investments are taking place against a recessionary background where the 30 per cent growth of 1990 has given way to a price war.

"Eighty per cent of multinationals in Europe are looking to radically change their European logistics systems," said Mr Tony Hearing, European logistics director for UPS, which has set up a logistics unit in each of its global regions.

All of us see this as the major market opportunity. It is the major markets we are after. UPS has identified 300

quarter's loss of \$369m.

"The industry needs to charge about 10 per cent more than it does at present in order to make profits in order to provide the best possible service."

This summer's merger of TNT's former Skynak, Mailfast and Express Europe divisions under the umbrella of TNT Express Worldwide is aimed at helping TNT fill empty aircraft, doubt whether the scheme will meet its planned date of next January.

Business Logistics prefers to make use of the 400 aircraft and 2,000 road vehicles which Federal Express, its parent company, owns worldwide.

Business Logistics' latest addition to its growing European parts bank operation is a common warehouse facility at Amsterdam. The move allows manufacturers to

distribution warehouse on the outskirts of Amsterdam for Pojet Computers, part of Fujitsu. The dedicated unit is manned by UPS which operates a computerised inventory control system that electronically receives orders and product shipment data from Pojet's headquarters in Santa Clara, California.

Completed units are flown into Schiphol airport by UPS which has a European distribution network, half by air and half by road.

According to Mr Chris Hing, marketing director of DHL UK, one strength of the express operators – integrators as they are known – is that they own aircraft, roads and rail rather than contracting out. It gives flexibility and reliability, he said.

By persuading clothes manufacturer Coats Viyella's branded division to switch to air express, DHL has been able to reduce transit times by 2½ days per tonne for shirt fabric samples imported from Asia.

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DISTRIBUTION SERVICES

Phillip Hastings takes a look at developments in the air cargo industry

A tough year for traditional operators

TRADE recession in the main markets, additional security requirements and growing competition from express companies have all made a tough year for traditional air cargo service operators such as airlines and forwarders.

On the trade front, for example, airline traffic in the important transatlantic market noticeably failed to pick up as expected in its usual summer season decline. In the previously buoyant Japan-Europe airfreight market has recently seen airline volumes down by 10 per cent.

Airfreight forwarders have been equally hard hit. "Recession has made the market even more intensively competitive," says Mr Roger Curry, president and chief executive officer of US-based forwarder Emery Worldwide. "There is no balance between the value of the service we provide and the price people are paying for that service."

Meanwhile, the air cargo industry as a whole has been under strong pressure to

tighten up security. The UK Department of Transport, for example, has issued several circulars on the subject. As a result, airlines have had to increase their air cargo security heavily in new security equipment and systems, while forwarders have had to reorganise their cargo-handling procedures.

Adding to the problems is increasing competition for traditional air cargo business from other companies such as TNT, Federal Express, DHL and Parcel Service. In

particular, with the increased competition and other problems, leading airlines are still continuing to increase their air cargo rates. British Airways, for example, last month announced that cargo revenues for the half-year April-September 1991 rose by 2 per cent on the same six months of 1990, to just over £200m.

A key factor for airlines seeking to develop a role in current and future distribution chain activities will be their ability to provide a fast, reliable electronic exchange of information, both between themselves and shippers.

In that context, the airline industry is increasingly concentrating on the development of community systems,

particularly of a "neutral" kind, which can be used by a broad range of parties worldwide and also interface with other systems in a true EDI (electronic data interchange) manner.

Mr Lew Llewellyn, senior commercial services director of BA Cargo, makes the point that it is no longer sufficient for airlines simply to core airport-to-airport business in a closed international communications network.

"Systems will soon be replaced by the very latest technology. That will enable an airline to provide us with the sort of 'pipeline visibility' that our customers will expect, and have more of a

say on distribution. Systems will need to be easy to use, very flexible and above all, effective," he adds.

One of BA Cargo's answers to those requirements is (Cargo Agents Reservations Air waybill issuance and Tracking system). The system is already on line at some 90 forwarding offices in the UK. Now, in conjunction with the industry body Ferranti and airline KLM, BA has developed a facility which will enable forwarders all over the world to dial up the system.

To further highlight the "neutral" nature of the system, Swissair is soon to transform its airline Swissair which has developed a new industry electronic information network known as (Cargo Com-

munity System Switzerland). The which is a pilot project for Iata (International Air Transport Association), should become fully operational next spring.

CCS-CH is a neutral air cargo system which will be available to all parties, including forwarders, airlines, postal authorities, customs and private customers," says Mr Robert Wagner, general manager marketing cargo and mail for Swissair.

To further highlight the "neutral" nature of the system, Swissair is soon to transform its airline Swissair which has developed a new industry electronic information network known as (Cargo Com-

for example, take a more business-like attitude towards rate increases. "In order that forwarders and shippers plan ahead, we need to know impending airline rate increases two or three months in advance," he adds.

Mr Stack says there will also be greater demand for quality and criticises his own industry, the forwarding sector, for sometimes lacking "proper measured standards". He says shippers should demand higher quality from their forwarders. "The best forwarders will respond with the levels needed and demand it from the airlines," he adds.

The pressure on the air cargo industry to improve service quality standards is also evident in a number of other areas.

The cargo division of Virgin Atlantic Airways, for example, recently set up a ground-handling companies working for the airline accountable for the service levels they provided.

Explaining the move, Jane Spanton, Virgin's director of cargo operations, comments: "Handling companies must realise that we as an airline aim to give 100 per cent service to our clients. That means that we, in turn, expect 100 per cent service and commitment from our handling companies."

POSTAL SERVICES

Stakes are high

PRIVATE couriers throughout the European Community are nervously awaiting the EC's move to the development of the single market for postal services.

The stakes are high for the US-based International Express of the US, the international courier DHL and the American delivery company TNT. They have spent millions of pounds in setting up pan-European distribution networks; these networks would fulfil their hopes of capturing the business volumes needed to return on investment.

In a statement to the European Commission, the European Express Organisation (EEO), an association of European private delivery services, said that the opening of postal services would lead to highly competitive delivery services.

There is now little to support this; in the more liberalised US, postal traffic grew 48 per cent from 1981 to 1988 and there is a postal service to every address in the country.

A few European post offices believe more competition is no bad thing. Britain and the Netherlands have already made changes ahead of the EC green paper, expected next month.

The Royal Mail is proposing to allow private couriers to use part of its service for the final delivery of letters in areas which they do not cover, such as remote villages. The Netherlands is trying to prise business away from more conservative countries by offering lower charges for bulk mail from the rest of Europe.

However, most post offices, which together employ 1.25m people, are fighting to preserve the quo. They want to continue the universal postal system guaranteeing regular deliveries in EC areas in the outposts of the Community. Stripped of their monopoly rights in the more densely-populated areas, the post offices warn they could not afford to continue service in remote regions.

Groups of reformists - such as Dr Michael Albon, a former Postmaster General of the Australian National University who is visiting the University of Birmingham - say that competition could adversely affect rural services by raising prices.

In a report for the UK Industry, the UK Industrial Pressure Group, he says urban households would benefit at the expense of rural ones.

The battle between the private couriers and national post offices is reflected within the European Commission. Its telecommunications directorate,

which is formally in charge of the green paper, has until recently supported the national post offices' main arguments against wholesale liberalisation.

However, Dr Pieter Weitzel, director of the EC's telecommunications, last month told a Financial Times conference on postal services that the "application of the free market should be the norm". He said that some services should be regulated, but that their aims should be clearly defined.

With the competition directorate pressing for greater competition, the telecommunications directorate is expected to require post offices to stop anti-competitive cross-subsidies. If a post office props up its parcels division, for example, by using revenue from its letters monopoly, it is clearly frustrating competition within that business by charging artificially low prices.

The Commission appears to have accepted arguments by some private operators that post office rules on cross-subsidy violate EC competition laws.

In the past, the Commission has not been afraid to tackle national post offices' anti-competitive measures by forcing members such as Italy to impose restrictions on their national monopolies.

SFEL, the French private courier association, has complained that indirect subsidies of more than £150m from monopoly revenues have been given to Chronopost, its semi-state rival.

The Commission should address that problem by preventing the most obvious forms of cross-funding. The Commission also appears to have sided with private courier companies over their demands for a more liberal postal service within the Community.

It is expected that the system of charging between national postal administrations for delivering each other's mail, known as territorial dues, should be reformed to reflect true costs. The Commission also appears to have sided with private courier companies over their demands for a more liberal postal service within the Community.

But the telecommunications directorate is worried the final version will not be seen to be total liberalisation. As one EC official put it: "We are not in the business of allowing a private courier firm to cream off the most lucrative areas in the community."

Roland Rudd

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Australia	110.60	1.2%	1.2%	Abstract Fund Miners Luxembourg SA (a)	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Japan Fund	110.60	1.2%	1.2%	Hypo Foreign & Colonial Part Fd Sicav (a)	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Master Fund Corp	110.60	1.2%	1.2%	Abst Sec Cos Ser 20	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Asia America	110.60	1.2%	1.2%	Abst Sec Cos Ser 21	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Pacific Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 22	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
International Fund	110.60	1.2%	1.2%	Abst Sec Cos Ser 23	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
British Screen Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 24	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Moody's Fund	110.60	1.2%	1.2%	Abst Sec Cos Ser 25	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Germany All Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 26	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Corr Fd - Dschakow	110.60	1.2%	1.2%	Abst Sec Cos Ser 27	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Federated International Funds	110.60	1.2%	1.2%	Abst Sec Cos Ser 28	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Investment Series	110.60	1.2%	1.2%	Abst Sec Cos Ser 29	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
ISLE OF MAN (SD RECOGNISED)	110.60	1.2%	1.2%	Abst Sec Cos Ser 30	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Allied Dunbar Int'l Fund Mgmt (Ireland) Ltd	110.60	1.2%	1.2%	Abst Sec Cos Ser 31	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Lord Street Douglas, Irlnd	110.60	1.2%	1.2%	Abst Sec Cos Ser 32	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
ADW Managed Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 33	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
ADW W-E Fund	110.60	1.2%	1.2%	Abst Sec Cos Ser 34	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
ADW Far East Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 35	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
ADW Europe Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 36	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 37	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 38	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 39	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 40	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 41	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 42	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 43	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 44	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 45	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 46	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 47	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 48	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 49	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 50	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 51	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 52	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 53	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 54	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 55	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 56	110.35	104.45	104.45	110.35	110.35	110.35	110.35	110.35	110.35	110.35	110.35
Adwest Fd	110.60	1.2%	1.2%	Abst Sec Cos Ser 57	110.35	104.									

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FT SURVEYS

AMERICA

Equities in cautious mood before employment data

Wall Street

US STOCKS held steady at slightly lower levels yesterday as the market paused after the previous day's sharp rally, writes Karen Zagon in New York.

The Dow Jones Industrial average shed 5.52 to 2,929.56 amid uneventful news from the S&P 500 ended 0.43 off at 380.37. On Monday the Dow closed 41 points ahead after reversing an early slide.

The 30-blue chip Dow indicator seems to have found support at 2,900, but investors in all US markets remained cautious ahead of Friday's release of the November employment report.

Trading in Treasuries was subdued yesterday morning, but hopes of an imminent easing of monetary policy lifted prices in late trading.

Yesterday's economic data, showing new single-family home sales up 2.2 per cent in October and the index of leading indicators 0.1 per cent ahead in the month, paled into insignificance as the market waited for the employment figures. It is widely believed that any change in monetary

policy by the end of the year will be determined by the job numbers.

Unisys led big board trading for a second day, amid growing rumours that the ailing computer maker may soon be acquired. The stock closed 3% down.

AT&T edged 5% higher to

\$36. The US telecommunications giant expects to take a one-time charge for health liabilities in the first quarter of 1992. The company estimates it has after-tax accumulated liabilities of \$5.3 billion and \$7.5 billion, but said that earnings would be unaffected if the company had shown only minor, non-commercial levels of debt.

Reports that Pan Am's Chapter 11 reorganisation plan was floundering and that Delta Airlines had halted any further funding of Pan Am spurred active trading in the airline sector. Delta climbed 2% to \$80.11 and AMR 5% to \$60.11.

The reports helped to push the Dow Jones Transportation Average up 23.92 to 1,223.26. UAL, parent of United Airlines, gained 5% to \$129.4%. News that UAL expects to post a record 1991 loss came after the close of trading.

Glaxo continued to benefit from Monday's marketing approval of its anti-migraine drug Imitrex in Italy. If the drug receives approval from the US Food & Drug Administration, analysts believe that it could some day reap sales of \$1bn. Glaxo's American Depository Receipts rose in morning trading before ending a net 1% off at \$28.74.

Oracle Systems, which markets database management software, dropped 1% to \$12.74 in active trading after analysts at Dean Witter and Soundview Financial cut second-quarter earnings estimates for the company.

Canada

TORONTO share prices showed little overall movement in moderate trading. The composite index ended just 3.0 off at 3,453.4 and losing issues were ahead of gains by 330 to 227 after volume of 20.6m shares.

The gold group fell 1.7% per cent as the New York bullion price lost US\$3 an ounce.

ASIA PACIFIC

Bargain hunting at lower levels supports Nikkei

Tokyo

BARGAIN hunting countered small-lot arbitrage-related selling yesterday, and the Nikkei average, which fell 3 per cent on Monday, gained ground for the first time in five trading days, writes Enriko Terzianova in Tokyo.

The 225-share average closed 174.54 up at 22,166.83 after extremes of 22,364.59 and 21,923.59. The overnight advance on Wall Street prompted buying at the start of the session, but the index soon fell back on arbitrage-linked selling.

Bargain hunters came in at the lower levels. Reports that Mr Toshimori Hata, the finance minister, had said that the Finance Ministry was closely monitoring the market, also encouraged traders.

Dealers said investment trusts had placed buy orders around the 21,900 Nikkei level. Investors were also encouraged by fundamental factors, such as the higher yen and lower short-term interest rates.

Volume improved modestly to 250m shares from 300m. Foreign and domestic institutional investors were buying in small amounts. Since last falls by 355 to 280, with 163 issues unchanged, the Topix Index of all first section stocks put on 16.19 to 21,763.59 and in London, the JSE/Nikkei 50 index closed 2.02 firmer at 1,268.17.

At the end of the day, traders were relieved that the Nikkei had not fallen further. "There is no proof that the market has hit its bottom, but some stocks are exhibiting good signs of recovery," commented Mr Peter Tinker at Kleinwort Benson International. He pointed out, however, that while investors were buying shares of leading companies, smaller stocks on the second section and the over-the-counter markets were neglected.

In contrast to foreign bro-

kers, domestic houses were generally pessimistic about an early recovery in share prices. Mr Shiomichi Kamamoto at Nikko's research centre said the Nikkei had not bottomed out. "Share prices are not reacting to lower interest rates, but to problems in the supply/demand situation and lower company earnings prospects for the current year. These factors have yet to be discounted in share prices," he added.

International blue chips picked up on bargain hunting by foreigners. Hitachi moved ahead Y10 to Y124 and Sony Y110 to Y130.

Roadbuilders were strong on reports that a project to build a second expressway linking Tokyo and Nagoya would start next year. Nippon Hodogai climbed Y20 to Y1,950 and Nippon Road Y70 to Y1,570.

Canon, the precision maker, appreciated Y50 to Y1,370 on an announcement that the company would invest Y100m in its liquid crystal display business by 1992. Projections of a 3 per cent rise in pre-tax profits for the current fiscal year also provided support.

In Osaka, the OSE average rose 102.26 to 23,781.58 on volume of 16.7m shares.

Roundup

WALL STREET'S overnight gains and Tokyo's recovery underpinned the Pacific Rim yesterday.

AUSTRALIA's rebound took the All Ordinaries index up 1.6 to 1,607.9 in turnover of A\$155m, against A\$125m.

Building products group James Hardie declined 7 cents to A\$2.35 above its half-year results due this week.

NEW ZEALAND finished mixed. The NZSE 40 index moved in a tight range before

closing 4.57 higher at 1,490.08. Turnover rose to NZ\$216.9m from Monday's parity NZ\$7.5m. Dual-listed stocks were supported by Australia's rise, with Telecom gaining 5 cents to NZ\$2.49 in volume of 1.9m shares. Carter Holt Harvey, which will be listed on the Australian stock exchange tomorrow, firmed 3 cents to NZ\$1.24 on 610,000 shares.

TAIWAN reversed early gains to end lower as Hualon Group, one of the market's most active players, sold second-line stocks. The weighted index lost 11.76 to 3,432.24, its seventh consecutive decline. Turnover decreased to T\$15.88m from T\$17.02m.

HONG KONG rose in early trading on bargain hunting but closed below the day's best. The Hang Seng index gained 5.96 to 4,124.38, recovering more than half of Monday's 5.5-point fall. Turnover grew to HK\$1.13m from HK\$951m.

SEOUL tumbled on persistent bankruptcy fears, extending its almost uninterrupted losing streak into 15 out of the last 20 trading sessions. The composite index shed 7.51 to 543.96 in thin turnover of Won133.6bn, after Won135.5bn.

MANILA ended mixed in light trading, helped by selective buying in mining in the commercial and industrial sectors. The composite index added 0.86 to 1,04.91 in steady turnover of 460m pesos.

KUALA LUMPUR was mixed after profit-taking eroded an early advance. The composite index ended 0.17 up at 522.18. Volume slipped to M\$34.9m from M\$45.8m.

SINGAPORE's Straits Times Industrial index edged up 1.5 to 1,440.40 in turnover of S\$85.6m (\$86.4m).

KARACHI hit yet another new high, the KSE 50-share index rising 62 or 3 per cent, to 3,149, about double its level during the early months of this year. Dealers said demand from foreign funds produced yesterday's gains.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	TUESDAY DECEMBER 3 1991				MONDAY DECEMBER 2 1991				DOLLAR INDEX							
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1991 High	1991 Low	Year ago (approx)
Australia (59)	151.67	+1.4	128.94	124.11	128.47	+1.2	4.54	149.65	122.85	122.85	125.19	127.00	160.31	112.74	121.97	
Austria (20)	168.59	+0.0	139.42	136.32	138.75	-0.8	2.07	166.61	130.04	138.85	138.20	222.37	163.86	198.54		
Belgium (15)	137.52	+0.0	110.02	109.53	110.53	-0.1	1.0	137.00	107.85	108.18	110.15	107.49	151.20	118.04	138.92	
Denmark (37)	226.64	-0.3	211.44	202.74	211.93	-2.1	0.2	230	137.50	114.75	202.00	211.88	215.15	227.56	217.74	229.96
Finland (16)	76.01	-0.5	63.61	62.20	63.78	-0.2	3.49	78.79	65.78	64.73	65.91	71.98	125.15	76.01	105.88	
France (102)	138.19	+0.8	115.89	113.07	115.91	-0.1	3.71	137.40	114.67	112.88	114.93	116.54	152.26	118.11	140.84	
Germany (53)	151.48	-0.7	131.71	129.51	131.60	-0.1	2.28	151.00	128.85	129.51	131.40	131.05	152.56	118.15	115.82	
Hong Kong (55)	169.48	-0.7	141.84	138.68	142.18	-0.5	0.4	188.29	140.45	138.68	142.14	140.55	182.22	128.12	127.22	
Ireland (18)	153.68	+0.3	128.53	125.67	128.53	-0.1	0.38	153.18	127.02	126.81	128.10	128.48	132.88	147.89		
Italy (77)	71.63	+0.6	59.95	58.61	60.98	-0.12	0.58	71.21	59.42	58.48	59.56	64.60	88.23	64.76	76.82	
Japan (474)	130.58	+1.4	108.29	105.65	109.55	-0.1	0.80	128.79	107.45	105.79	107.59	146.97	118.23	116.53		
Malaysia (15)	130.09	-0.5	113.17	109.24	115.75	-4.42	-0.2	1.16	130.49	115.25	105.70	108.75	213.73	247.78	189.18	182.47
Mexico (17)	133.09	-0.5	117.79	116.29	117.24	-0.05	0.1	144.02	118.08	118.50	118.02	144.02	152.00	138.50	135.55	
Netherlands (31)	143.13	+0.7	119.79	117.12	120.27	-0.18	+1.1	145.44	120.08	118.53	116.71	117.50	148.26	126.70	133.81	
New Zealand (14)	47.99	+0.4	40.16	39.27	40.53	-0.08	0.13	47.79	38.89	39.26	39.98	45.05	54.94	41.18	47.20	
Norway (30)	157.47	+0.3	131.79	128.86	132.10	-0.3	0.15	150.48	125.78	126.00	131.40	135.01	222.24	157.08	221.02	
Singapore (38)	205.94	-0.3	171.92	167.80	170.19	-0.3	0.22	205.48	171.49	168.79	171.88	175.24	219.36	151.63	151.85	
South Africa (41)	142.14	-0.1	227.40	226.95	224.21	-0.7	-0.2	222.00	178.45	17						